



Member Major Projects Board

Agenda

**Wednesday, 4th November, 2026
at 9.30 am**

in the

**Council Chamber, Town Hall, Saturday Market
Place, King's Lynn and available for the public
to [view on YouTube](#)**



King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX
Telephone: 01553 616200

27th October 2026

Dear Member

Member Major Projects Board

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Wednesday, 4th November, 2026 at 9.30 am** in the **Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

- 1. Apologies**
- 2. Minutes (Pages 5 - 15)**
- 3. Declarations of Interests (Page 16)**

Please indicate if there are any interests which should be declared. A declaration of an interest should indicate the nature of the interest (if not already declared on the Register of Interests) and the agenda item to which it relates. If a disclosable pecuniary interest is declared, the Member should withdraw from the room whilst the matter is discussed.

These declarations apply to all Members present, whether the Member is part of the meeting, attending to speak as a local Member on any item or simply observing the meeting from the public seating area.

4. Urgent Business Under Standing Order 7

To consider any business which, by reason of special circumstances, the Chairman proposed to accept as urgent under Section 100(b)(4)(b) of the Local Government Act 1972

5. Members Present Pursuant To Standing Order 34

Members wishing to speak pursuant to Standing Order 34 should inform the Chairman of their intention to do so and on what items they wish to be heard before the meeting commences. Any Member attending the meeting under Standing Order 34 will only be permitted to speak on those items which have been previously notified to the Chairman

6. Chair's Correspondence

7. West Winch Growth Area Project Update (To Follow)

8. Standing Item: Action Log (Page 17)

9. Standing Item: Project Highlights Reports including the Overview Report (Pages 18 - 61)

Major Project Highlights Reports

Major Housing Programme Highlight Report

P-25.08 Hunstanton Coastal Defence

P-26.01 West Norfolk Racket and Community Sports Hub

Town Deal Highlight Reports

P-21.11 Guildhall

P-21.12 ACC

P-21.14 Riverfront

P-21.15 Rail to River

10. Standing Item: Major Projects Financial Summary 2026 - 2027 Q2 (Pages 62 - 63)

11. St George's Guildhall & Creative Hub Update (Pages 64 - 94)

12. Update from Housing Developments Steering Group (Page 95)

13. **Officer Major Projects Board Minutes (For Information)** (Pages 96 - 97)

14. **Work Programme** (Pages 98 - 101)

15. **Date of Next Meeting**

10th February 2027 at 9:30am in the Council Chamber, Town Hall

16. **Exclusion of Press and Public**

To consider passing the following resolution:

“That under Section 100(A)(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act”.

17. **Exempt - Styleman Court Post Project Evaluation** (To Follow)

To:

Member Major Projects Board: A Beales (Chair), R Blunt, D Heneghan, B Long, J Moriarty, C Morley and S Ring

Officers

Stuart Ashworth, Assistant Director, Environment and Planning
Vanessa Dunmall, Manager, Project Management Officer (PMO)
James Grant, Principal Project Manager
Duncan Hall, Assistant Director, Regeneration, Housing and Place
Emma Hodds, Chief of Staff and Monitoring Officer
Nikki Patton, Housing Services Manager

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK**MEMBER MAJOR PROJECTS BOARD**

**Minutes from the Meeting of the Member Major Projects Board held on
Friday, 9th October, 2026 at 11.30 am in the Council Chamber, Town Hall,
Saturday Market Place, King's Lynn PE30 5DQ**

PRESENT: Councillors A Beales (Chair), R Blunt, B Long, J Moriarty,
C Morley and S Ring (Vice – Chair)

PRESENT UNDER STANDING ORDER 34:

Councillor D Heneghan – Standing Order 34b (remotely)
Councillor S Squire, Portfolio Holder for item Environment and Coastal –
Standing Order 34a (remotely)

OFFICERS:

Vanessa Dunmall, PMO Manager
Harry Bartram, PMO Officer
Jade Kite, Flood and Waste Management Officer
Stuart Ashworth, Assistant Director for Environment and Planning
Carl Holland, Assistant Director for Finance and Deputy Section 151 Officer

15 APOLOGIES

There were no apologies for absence.

16 MINUTES

RESOLVED: The minutes from the previous meeting were agreed as a correct record.

17 DECLARATION OF INTEREST

There was no declarations of interest.

18 URGENT BUSINESS UNDER STANDING ORDER 7

There was no urgent business under Standing Order 7.

19 MEMBERS PRESENT PURSUANT TO STANDING ORDER 34

Councillor Heneghan was present under Standing Order 34B and
Councillor Squire was present under Standing Order 34a (remotely).

20 **CHAIR'S CORRESPONDENCE**

There was none.

21 **STANDING ITEM: ACTION LOG**

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The Board received an update from the Programme Management Office (PMO) Manager on the review of the Council's project management and prioritisation processes which was outstanding on the action log and expected to be brought to the meeting. It was explained that the pause in the Local Government Reorganisation programme had resulted in a decision to undertake a review of the Council's Transformation Programme and alongside this, a wider look at how projects and programmes are agreed and move through the operational governance processes. Members noted that the review would not affect the existing financial authorisation tiers for capital expenditure or the approval processes through Cabinet and Council.

The PMO Manager explained that the review was focused on the internal assessment and prioritisation of non-capital projects, smaller revenue projects, legislative requirements and competing project demands. Members acknowledged that the review related to internal governance arrangements rather than changes to capital programme approvals.

In discussing the remit of the Member Major Projects Board, Members distinguished between the approval of expenditure through the capital programme and the identification of projects requiring Board oversight. It was noted that the Board's role remained focused on project assurance, delivery, risk and wider community impact rather than review of the whole capital programme.

The PMO Manager advised that a detailed description of the project pathway and governance process would be reported to a future meeting following further work led by the Chief of Staff. Members agreed to defer further comment until the proposed arrangements had been presented.

Members recalled that the Board had been established in part following the KLIC project and considered that projects with significant delivery, strategic or community impacts should continue to be brought before the Board, irrespective of their financial value. It was agreed that the balance between maintaining effective oversight and avoiding an overly congested agenda would be considered further at a future meeting.

STANDING ITEM: PROJECT HIGHLIGHT REPORTS INCLUDING THE OVERVIEW REPORT

[Click here to view the recording of this item on YouTube.](#)

Major Project Highlight Reports

The PMO Manager presented the Project Highlight Reports for the Major Projects programme. Members were advised that a report on NORA Enterprise Zone had not been included within the current update cycle as there had been no material changes or progress to report since the previous meeting.

P-21.09 West Winch

The Board reviewed the completed Borough Council elements of the West Winch Growth Area project.

The Board noted that the project remained rated green overall, with the financial position reported as amber due to cost verification and recovery arrangements rather than any concerns relating to project delivery. Members were advised that the Borough Council's Collaboration Agreement, Section 106 Agreement and Homes England funding arrangements had now been completed.

The PMO Manager advised that this was expected to be the final report presented in its current format, as the Borough Council had reached a natural transition point within the project. It was reported that the Strategic Housing Manager and a representative from Norfolk County Council would attend the next meeting to outline future reporting arrangements and how Members would continue to receive updates on project progress.

Councillor Long expressed concern regarding wider market conditions, including falling land values and challenges faced by developers in securing finance. He highlighted the significance of the scheme to housing delivery and the Council's five-year housing land supply position and requested that the project remain subject to ongoing monitoring.

Members acknowledged that the Borough Council elements of West Winch had been delivered and that delivery of the road now moved to Norfolk County Council. It was agreed that the most appropriate route for future reporting and oversight would be considered following the update by officers at the next meeting. Members also noted that any future Borough Council involvement, including matters relating to affordable housing funding, would need to be considered as the project progressed.

Major Housing Programme Highlight Report

The PMO Manager presented the report. It was explained that reporting had moved from individual site updates to a single programme-level report, reflecting work undertaken by the Housing Developments Steering Group. Members were advised that the revised format was intended to provide a clearer overview of collective outputs, strategic outcomes, benefits and programme priorities.

The Board noted that the programme remained rated green overall, with risks and finances assessed as amber due to slower sales rates and construction cost inflation. The PMO Manager advised that, although the report covered the position up to the end of June, the total number of homes delivered had subsequently increased to 539 units, compared with the 506 units reported within the agenda pack.

Members were reminded that the Housing Development Steering Group had been established to support the implementation of previously agreed decisions by bringing together senior councillors and senior officers. It was noted that the Group had met on three occasions since the last report to Member Major Projects Board and the Steering Group was intended to strengthen support for programme delivery.

The Chair, Councillor Beales commented on the availability and accessibility of programme information and considered the potential for improved access through SharePoint and stronger links between reports and the underlying project data.

Councillor Morley referred to paragraph of 7.2 of the report which referred to social value and emphasised the importance of these aspects of the programme being highlighted to residents.

Particular reference was made by Councillor Morley to drainage and flood mitigation measures, biodiversity enhancements, public realm improvements and arrangements for the long-term maintenance of completed developments.

Councillor Beales requested that further future site visits be arranged and referred to the property sizes, the current housing market along with the role of the housing companies.

P-25.08 Hunstanton Coastal Defence

It was agreed this highlight report was to be covered in the Deep Dive Presentation on the Hunstanton Coastal Defence Project later on the agenda.

Town Deal Highlight Reports

P-21.11 Guildhall

The Board received an update on the Guildhall Project and noted that the programme remained rated amber overall. Members were advised that, notwithstanding the amber status, the project continued to achieve key milestones and make progress across a range of workstreams.

The Board noted that significant progress had been made with roof repair works, party-wall matters and the submission of the planning application for the King Street public realm works. Members were also advised that specialist heritage contractors had been appointed and that archaeological investigations were currently being undertaken within the Shakespeare Barn Courtyard ahead of the installation of the proposed goods lift.

The PMO Manager outlined the revised communications strategy for the project, which included monthly newsletters, regular video updates, a forward communications plan and engagement involving relevant Portfolio Holders and the King's Lynn Neighbourhood Board. It was explained that the project would continue to be promoted through a range of channels, including aerial photography, press briefings, school engagement activities and other public-facing communications.

Councillor Long, the Chair, Councillor Beales and Vice – Chair, Councillor Ring discussed the importance of ensuring that information about the project was accessible and easily understood by the public. The Chair, Councillor Beales suggested that future communications include clear and simple information on the scale and purpose of the development, including details such as ownership arrangements, the number of business units, café and restaurant provision, and the amount of public space being delivered as part of the scheme.

Councillor Morley emphasised the importance of maintaining a comprehensive risk register and recording project issues, resolutions and key decisions throughout the delivery of the scheme. He noted that this would provide a clear audit trail demonstrating how the project's scope, risks and final costs had evolved over time.

P-21.12 ACC

The PMO Manager presented an update on the Active and Clean Connectivity Programme and noted that the programme remained rated amber overall, with timescales reported as red due to planning-related delays. Members were advised that, despite these challenges, the majority of cycling, walking and active travel interventions had now been delivered.

The PMO Manager explained that the remaining elements of the programme were focused on the Baker Lane and Enterprise Zone Active Travel Hubs. It was highlighted that planning delays had impacted delivery timescales, costs and the anticipated realisation of benefits. It was reported that the planning application for the Baker Lane scheme would be resubmitted.

The Board was advised that, since publication of the report, planning permission had been granted for the Enterprise Zone Active Travel Hub and contracts had been signed with the appointed contractor to undertake the works.

The Chair, Councillor Beales commented that active travel elements associated with the former STARS project, including cycle route improvements along Railway Road and wider connectivity measures across the town, remained outstanding. He added Officers and Members continued to work with Norfolk County Council and local cycling stakeholders to progress these initiatives and improve active travel connections across the area.

P-21.14 Riverfront

The Board received an update on the Riverfront project and Members noted that the dry-side facilities were substantially complete, with only final connectivity works and arrangements for the formal opening remaining outstanding.

The PMO Manager reported that works at the Custom house were now underway.

The Chair, Councillor Beales informed Members that the remaining work at the dry-side facilities related to the installation of Wi-Fi and associated services within the historic buildings. Once these matters had been resolved, arrangements for the official opening of the facilities could be progressed.

P-21.15 Rail to River

The PMO Manager reported that the Rail to River project remained rated green, with the majority of outputs delivered and operational. The remaining outstanding element related to the Purfleet Street arch, the completion of which was dependent upon licensing and property matters.

Councillor Moriarty requested that future reports include updated occupancy information for the completed facilities, noting that previous promotion of the development had been affected by the presence of scaffolding. The Chair agreed that occupancy data should be incorporated into future updates and agreed this would be helpful.

23

STANDING ITEM: MAJOR PROJECTS FINANCIAL SUMMARY 2026 - 2027 Q1

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The Assistant Director for Finance and Deputy Section 151 Officer presented the financial summary for major projects. He advised that Officers continued to monitor housing valuations, project costs and wider market conditions affecting programme delivery.

The Board noted that valuations for completed housing developments would continue to be reviewed until the properties were occupied. Members were informed that market values and anticipated receipts would be updated in accordance with professional guidance. It was reported that Styleman Court and Florence Fields remained under review in relation to tenure mix, with properties continuing to be accounted for as either assets held for sale or investment properties until occupation or the realisation of capital receipts.

The Assistant Director for Finance and Deputy Section 151 Officer advised that the Council had made provision for a potential £250,000 shortfall in the recovery of costs associated with the West Winch project. It was noted that the final amount would be dependent upon legal costs incurred and the extent to which those costs could ultimately be recovered.

He assured Members that Officers continued to closely monitor project expenditure, challenge inflationary cost increases and apply value engineering measures where appropriate. It was explained that contingencies were being either retained or utilised depending on the level of project risk and that greater certainty regarding financial forecasts was expected once second-quarter actual expenditure figures became available.

The Assistant Director for Finance and Deputy Section 151 Officer highlighted an error within the financial monitoring table and advised that the year shown as 2025/26 in the final column should be corrected to 2026/27. Members also noted that the variance reported for the Active and Clean Connectivity Programme reflected delays caused by planning and permission requirements. Any potential contractor cost increases would be assessed as part of the second-quarter review process.

During discussion, Members recognised the continuing challenges presented by housing market conditions, including slower sales activity and higher interest rates. The Board noted that the Council's housing companies provided flexibility to retain completed properties as income-generating assets where appropriate, rather than crystallising losses through immediate disposal. Members agreed that the priority remained securing occupation of completed homes and maximising the value of the Council's investment.

[Click here to view the recording of this item on YouTube.](#)

The Board received a presentation from the Assistant Director for Environment and Planning and the Flood and Water Management Officer on the interim and long-term capital coastal defence programme for Hunstanton. Members were provided with an update on the current condition of the coastal defences, ongoing monitoring work, proposed interim protection measures, funding arrangements and the development of a permanent capital scheme.

The Board was advised that the Wash East Coastal Management Strategy (WECAMS) review covered the coastline from Hunstanton Cliffs to Snettisham. It was noted that the Borough Council was responsible for Units A and B, with responsibility for areas further south resting with the Environment Agency (Unit C). The Board were informed that the review would continue until 2028 and would replace the existing coastal management plan, helping to inform future investment decisions, climate change adaptation measures and long-term standards of protection.

The Flood and Water Management Officer presented evidence from Environment Agency monitoring which indicated that sediment previously moving south from the North Norfolk coast was now accumulating offshore, reducing the replenishment of sand along the Hunstanton frontage and contributing to beach erosion. Members noted that survey information, LIDAR data, beach-level monitoring and structural inspections showed increasing exposure of defence foundations, although it was recognised that similar beach conditions had been recorded historically.

The Board noted that routine monitoring and maintenance activities continued, including weekly visual inspections, beach-level surveys, structural monitoring and ground-penetrating radar investigations. Members were advised that the annual maintenance budget of approximately £180,000 had been exceeded due to the deteriorating condition of the defences.

The Flood and Water Management Officer informed Members that sections of the seawall between the Rock Shop slipway and beyond the Pier Head building had experienced early structural movement following the exposure of over one metre of sheet piling. To address this, an interim scheme involving the placement of approximately 10,000 tonnes of granite rock armour over a 200-metre section of shoreline was proposed to provide temporary stabilisation while a permanent solution was developed.

In response to the Chair, Councillor Beales, the Assistant Director for Environment and Planning explained that South Bay Civil Engineering had been identified to undertake the works, with Fairhurst responsible for engineering design and securing the necessary permissions. In response to concerns raised by Members, it was noted that the rock

armour would be transported by road and that construction was expected to take place over approximately 10 to 12 weeks during low tide periods. The estimated cost of the interim scheme was reported as £2 million, including contingency provision, with part-funding secured through CIL and the remaining contribution to be provided by the Borough Council.

The Board received an update on the proposed permanent coastal defence capital works scheme, which is expected to include replacement of the promenade deck and strengthening and replacement of sections of the seawall. Members were advised that preliminary estimates indicated significant investment would be required, with design and construction costs continuing to be refined as the project progressed.

In response to Councillor Beales and Long, the Flood and Water Management Officer explained that the first tranche of eligible works could potentially be fully funded through Flood Defence Grant in Aid (costs up to £3 million), with further grant support of up to 90% available for costs above that £3 million threshold. The remainder of funding required would need to be covered by the Borough Council or other appropriate funds. Members noted that the interim rock armour scheme was being funded separately to avoid prejudicing future grant funding opportunities for the main capital scheme, as funding can only be sought once.

The Board noted that the initial phase of the project, including economic analysis, intrusive investigations and procurement activities, had been completed. The next phase would focus on outline design, option appraisal and development of the outline business case. Subject to funding approvals, detailed design, statutory consents and procurement activities would follow in advance of the proposed construction phase.

Members were advised that planning permission and a marine licence were being pursued through the normal regulatory process as part of the detailed design phase.

The Flood and Water Management Officer explained that relevant regulatory bodies had determined that emergency powers were not applicable at the present time for the interim works because the seawall had not experienced a structural failure. Enhanced monitoring arrangements were therefore in place, and any significant deterioration would prompt further discussions with the relevant agencies. In response to the Chair, Councillor Beales, the Flood and Waste Management Officer advised that the delivery of the interim works would not affect the Council's ability to pursue future grant funding for the permanent scheme.

The Board noted that vehicle access restrictions remained in place on sections of the promenade due to their condition. Members were informed that construction traffic associated with the interim works

would utilise suitable lighter vehicles and that any temporary impacts to access infrastructure would be addressed as part of the works.

During discussion, Councillor Long sought assurances regarding the design of the proposed rock armour and the potential impact of wave action. In response to Councillor Long, the Flood and Water Management Officer explained that the design had been amended to utilise larger rocks of up to three tonnes in weight to minimise movement and improve stability. It was noted that wider environmental and engineering impacts would be assessed through the planning and marine licensing processes.

The Assistant Director for Environment and Planning advised that arrangements were being finalised for additional project management support following the retirement of a key officer.

In discussing the proposed interim works, Members emphasised that the Council's approach was guided by the need to protect public safety. Whilst the works were not classified as emergency works for regulatory purposes, the Board noted the importance of taking preventative action to address the deteriorating condition of the coastal defences and safeguard the seafront infrastructure pending delivery of the permanent scheme.

Members noted that stakeholder engagement would continue throughout the project and would include elected Members, local businesses, residents, Hunstanton Town Council and other interested parties. Regular communications, stakeholder meetings and public updates would be used to support engagement as the project progressed.

25

UPDATE FROM HOUSING DEVELOPMENTS STEERING GROUP

[Click here to view the recording of this item on YouTube.](#)

The Board received an update from the PMO Manager on the work of the Housing Development Steering Group. Members were advised that the Steering Group had met on three occasions since the last Member Major Projects Board and was continuing to fulfil the purpose for which it had been created.

The Board noted that the Housing Development Steering Group brought together senior Members and officers to support the implementation of agreed housing development projects, provide oversight of programme delivery and facilitate the resolution of emerging issues. Members were informed that the Group was operating as intended and contributing to the effective governance and monitoring of the Council's housing development programme.

26 **OFFICER MAJOR PROJECTS BOARD MINUTES (FOR INFORMATION)**

The Board noted the Officer Major Projects Board Minutes.

27 **WORK PROGRAMME**

The Board noted the Work Programme and the scheduled items included updates on the West Winch Growth Area, the Guildhall Project and other standing items within the Board's work programme.

The PMO Manager advised that the post-project evaluation for Styleman Court may not be available in time for the November meeting due to current capacity constraints and could be deferred until February 2027.

In response, the Chair, Councillor Beales requested an immediate update on the likelihood of the evaluation being completed for November and emphasised the importance of Members receiving an update at the next meeting.

28 **DATE OF NEXT MEETING**

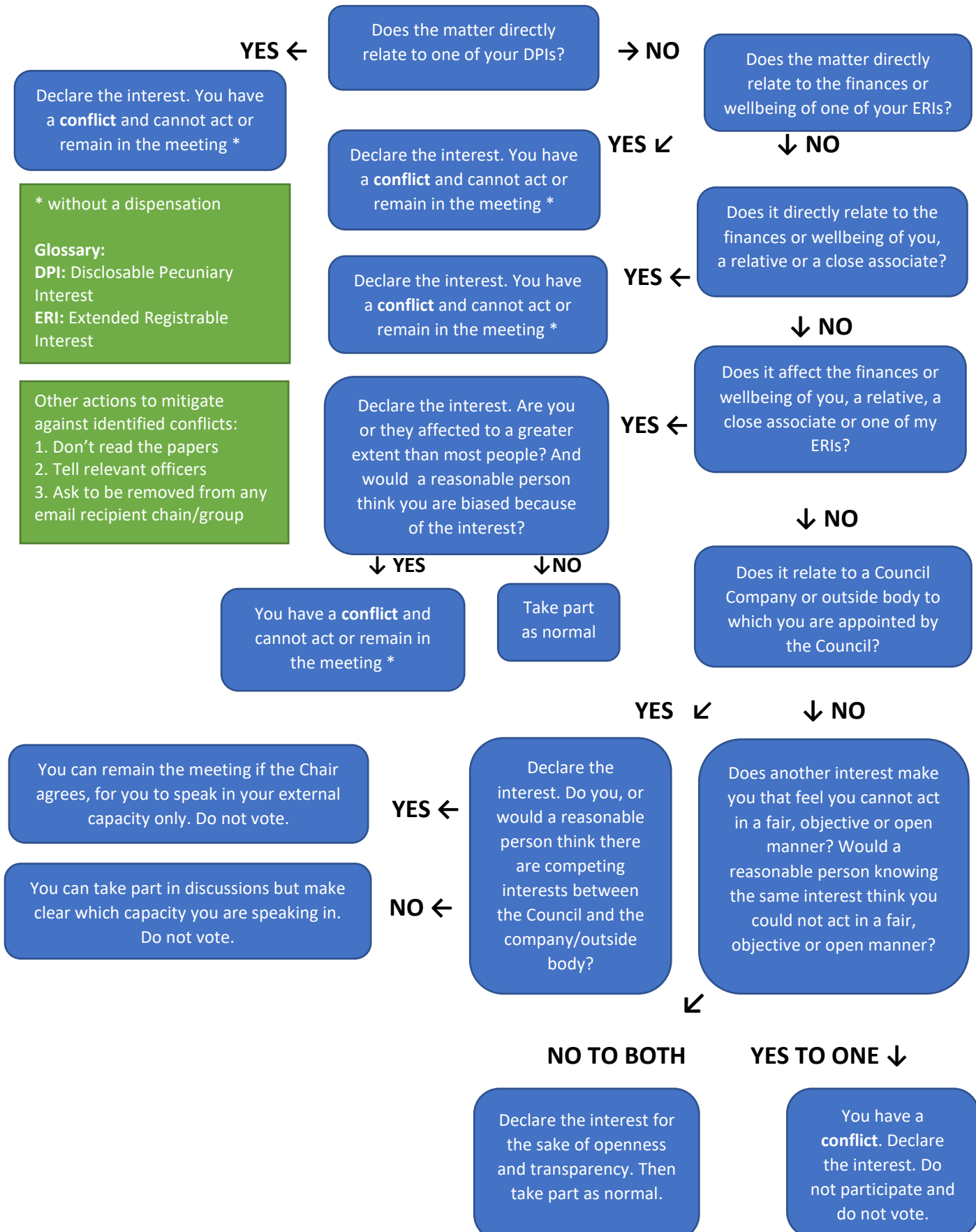
The date of the next meeting was 4th November 2026 at 9:30am in the Council Chamber, Town Hall.

The meeting closed at 1.20 pm

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



START



Member Major Projects Board
Action Log

This log is intended to capture any questions within MMPB meetings that require more detailed response that cannot be answered within the meeting. It is not intended to duplicate aspects that are captured in the meeting minutes, but rather to provide a mechanism through which, officers can respond to MMPB members in between scheduled MMPB meetings. The log will be published with subsequent meeting papers, for information.

Ref	Raised by	Subject	Query	MMPB meeting	Update	Comment provided by	Completed	Date closed
21	Board	Project pathway and MMPB oversight.	To provide Members with a clear overview of how projects are identified, assessed and brought forward for MMPB oversight. Discussion at the October 2026 meeting confirmed that this is distinct from the Council's established financial approval arrangements, which remain unchanged.	09.10.26	A review of the Council's approach to project commissioning and governance is underway, considering strategic fit, impact, dependencies, organisational capacity and funding. The outcome of this work will be reported to a future MMPB meeting, together with a consolidated project pathway setting out the route from initial proposal to the appropriate level of governance and Member oversight.			



Major Housing Programme Highlight Report

Programme:	Major Housing	Programme Manager:	James Grant	Assistant Director:	Duncan Hall	Report covers:	Q2 2026/27
Capital Code:	Various	Client Dept:	N/A	Lead Designer:	Lovell Partnerships Ltd Building Safety Act – Feilden+Mawson		
				Cost Consultant:	GC Baxters		
Project Code:	N/A – Programme	End User (if applicable):	N/A	Contractor on Site:	Lovell Partnerships Ltd		

RAG Status descriptions used throughout the report:

Spend – Budget variance (inc. Contingency) RAG Status		Milestone Delivery RAG Status		Risk & Issue RAG Status	
R	More than 10% over or under budget	R	13 weeks or more behind the critical path	R	Need immediate attention
A	Between 5% & 10% over or under budget	A	4 to 12 weeks behind the critical path	A	Needs attention before next project review
G	Within 5% of budget or less than £10k	G	4 to 12 weeks or less behind the critical path	G	Can be managed

Management Summary – current programme

	1.Overall Status	2.1 Risks	2.2. Issues	3.Financials	4.Timelines	5.Resources
Overall Programme	G	A	G	A	G	G

Management Summary as at end Q4 2025/26

Active Sites	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials (Forecasted Return)	4.Timelines	5. Resources
Florence Fields (Parkway), King's Lynn	A	A	A	R	Build Completion November 2027 G	G
Taylor's Drive (Salter's Road), King's Lynn	G	G	G	G	Road Repairs Completed W/C 16.03.2026 G	G
Styleman Court (Southend Road), Hunstanton	A	A	G	A	A	G
Valentine Park (Lynnsport 1), King's Lynn	G	A	G	G	Build Completion May 2027 G	G
Occupied Sites	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4.Timelines	5. Resources
Orchard Place (Marsh Lane), King's Lynn	G	Road & Sewer Adoptions A	G	G	No fixed timeline associated with adoptions – BCKLWN responsible for maintenance A	G
Cowper Place (Lynnsport 3), King's Lynn	G		G	G		G
Dewside (Lynnsport 4/5), King's Lynn	G		G	G		G
Nar Valley Park (NORA 4), King's Lynn	G	G	G	G	G	G

Programme overview

Programme Objectives: Deliver high-quality, sustainable housing in West Norfolk to meet diverse community needs, stimulate local employment, and set new standards for design and construction.

Programme Scope:

- Build up to 1,000 modern homes using council-owned or acquired land
- Partner with Lovell Partnerships Ltd to deliver housing across various sites within the Borough
- Enhance community amenities, including new hockey pitches and tennis courts, additional car parking
- Promote modern methods of construction and environmentally friendly materials
- Support local employment opportunities and apprenticeships
- Establish higher standards of design, resource and energy efficiency standards

1. Overall Status (high-level summary)

Overall RAG Status for the programme is considered to be Green.

- **Market Environment:** The programme continues to operate in a challenging market, with slower house sales and rising construction costs. There is more interest in Shared Ownership tenure types.
- **Sales Success:** Florence Fields sees a steady flow of interest, with 9 reservations currently and 23 sales completions in total. Valentine Park now has 2 reservations and 4 completions. Styleman Court has not yet recorded any private sale completions. However, two shared ownership plots have progressed: one has completed and is now occupied, while the other is nearing completion. The 4 affordable rent units have completed having passed over to WNHC.
- **Labour Supply:** Labour remains suitable to deliver programme to dates scheduled.
- **Construction Progress:** Build activity continues to progress well.
- **Resources within the team** remain suitable to progress delivery.
- **Discussions** are ongoing between BCKLWN and the Housing Companies regarding the potential transfer of properties within the Styleman Court development. This has been passed to Broadland Housing board for consideration.

1.1 Key Programme Updates & Achievement in the period for Steering Group

- **Florence Fields (S278 & Procurement):** Section 278 agreement was prepared and initially agreed by BCKLWN. However, upon re-review, when Lovell sought to secure a bond from LABC, LABC declined on the basis that Lovell is not the developer (i.e. the party selling the plots). This represents a departure from the approach taken on previous sites. As a result, the Section 278 agreement requires redrafting. The position is under review – discussions are taking place between the Corporate Projects PPM and finance to discuss a way forward with bond options. Legal are aware and involved – alongside ongoing discussions with Lovell.
- Once final agreement is received regarding the bond agreement, road space will be booked in with NCC Highways in order for the works to commence and timescales can then be agreed.
- **Florence Fields (Tenure):** Tenure changes have been agreed with Strategic Housing and are currently being implemented.
- **Florence Fields (Sales):** 32 properties have been reserved or completed to date. Interest has slowed slightly however there is interest in the shared ownership plots with 6 now reserved.
- **Valentine Park (Sales):** 2 current reservations.
- **Salter's Road:** The road has now been completed, enabling the adoption process to commence. NCC is undertaking inspections and finalising the legal agreements. Lovell is completing the remaining works required for handover to Public Open Space (POS). In accordance with the contract, two-year defect inspections of the properties are being undertaken at regular intervals, with any identified defects referred to Lovell for the necessary remedial works.
- **Styleman Court:** Purchaser has moved into the first unit to complete – a shared ownership plot. Tenure options are being reviewed at present – exploring different options to enable units to be utilised. Awaiting feedback from the Broadland Housing Board meeting to confirm their agreement. Sales values have been reviewed as suggested by the sales agents and guided by the latest red book valuation.

2. Programme Level Risks and Issues

2.1 Key Risks [all red and increasing amber] – A risk is something that may happen

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
A18	House price values	Income targets too ambitious – are not achieved	R	Finance	Continuously review. Review against competitors and evaluate against the market and inflation	05.10.2026

2.2 Key Issues [all red and increasing amber] – An issue is something that has happened

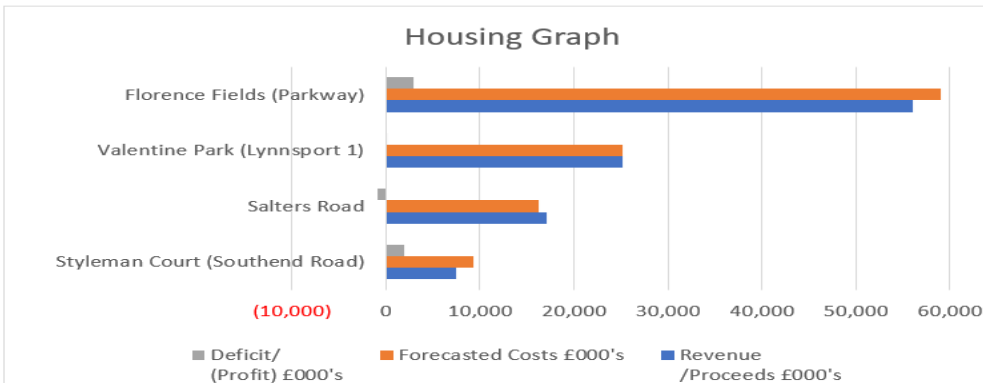
Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
A17	LAHF Tenure Integration & NHQB Compliance	Requirement to integrate additional LAHF units onto existing sites. Key risks include operational delays due to necessary design retrofitting (tenure suitability) and financial/reputational exposure regarding NHQB "fair selling" obligations	A	Sales	Strategic repositioning of plots to minimise the impact on existing private sales. Ensure full disclosure to adjacent private purchasers to mitigate claims of mis-selling	05.10.2026
A21	Pace of sales	Sales pace is slow – but build pace against ACP funding (on relevant sites)	R	Finance	Utilise the opportunity to adjust tenures to ensure less risk of empty properties	05.10.2026
J12	S278	S278 Bond discrepancy with Lovell on payment terms. Hard copy of the agreement will be signed once Bond has been agreed	R	Legal	To find a resolution on bond payment and get agreement signed ASAP in order for road space to be booked	05.10.2026

Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

3. Programme Financials

3.1 Financial Graph & Commentary

Housing Finance Summary	Revenue /Proceeds	Forecasted Costs	Deficit/ (Profit)
	£000's	£000's	£000's
Styleman Court (Southend Road)	7,412	9,293	1,881
Salters Road	17,111	16,239	(872)
Valentine Park (Lynnsport 1)	25,144	25,147	3
Florence Fields (Parkway)	56,067	59,047	2,980
Housing Total	105,734	109,726	3,992



Styleman Court (Southend Road)

Contracted Profit was £133k, primarily due to increased procurement costs due to COVID in 2020

Salters Road

Contracted Profit expected to be £409k, current forecasted profit is £872k but further costs may adjust the profit marginally.

Valentine Park (Lynnsport 1)

Original contracted loss of £432k at inception of project, the loss has reduced to £3k due to Procurement as costs more streamlined reducing original anticipated costs from sub-contractors,

Florence Fields (Parkway)

The latest appraisal shows a £1.006m deterioration in viability, although much of this reflects improved cost certainty and a more transparent presentation of existing risks rather than entirely new costs. The main driver is the inclusion of the fixed price allowance impact (£647k), reflecting construction cost inflation that has materialised without the corresponding sales value growth assumed in the original appraisal.

A further £216k relates to a more realistic assessment of void and holding costs, with £159k arising from tenure changes and the reconciliation of historic data differences.

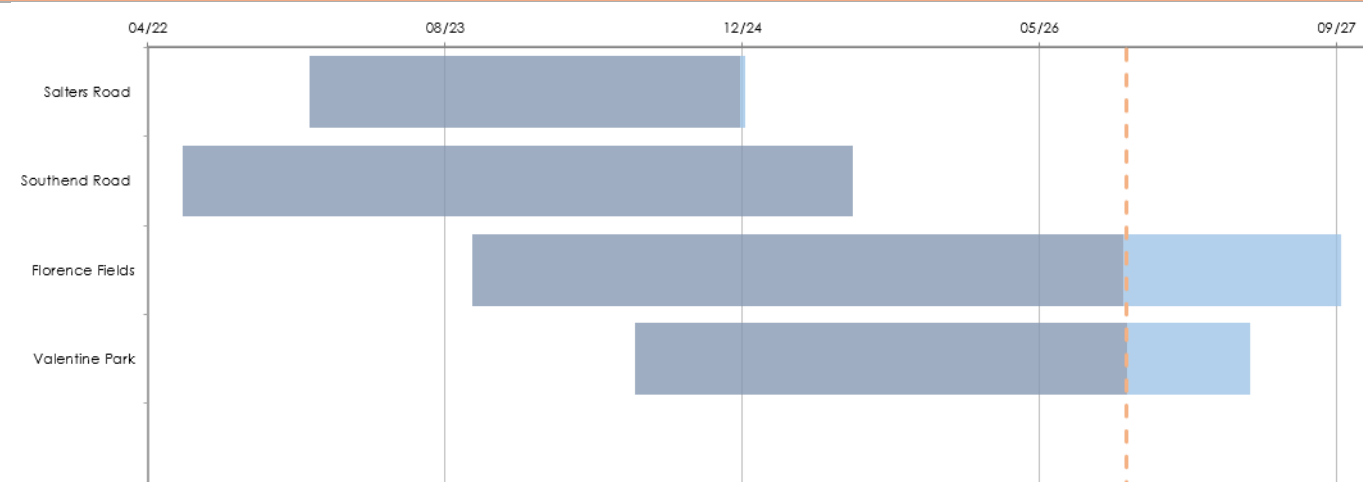
Together these account for much of the movement in the forecast deficit.

Whilst the forecast deficit has increased to £2.98m, the scheme started with an anticipated deficit of £1.34m, meaning the overall deterioration over three years is approximately £1.64m (around £7,250 per plot). We are working with Lovell to improve future reporting, including clearer cost assumptions, sensitivity analysis and enhanced visibility of the key risks and opportunities affecting the final outturn position.

3.2 Key delegated decision taken in this period

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change

4. Timelines – High Level Programme timings



4.1 Timelines Commentary

The current timeline RAG rating for the programme is considered to be Green.

- Live developments remain on schedule or within manageable time and cost tolerances, despite continued pressure across the programme.

5. Resources Commentary

The RAG rating for Resources across the programme is currently Green.

- Team Capacity: The team has sufficient capacity to manage current workloads, supported by the Quantity Surveyor.
- Data & Tool Development: As the authority increasingly recognises the value of internal data for project monitoring and financial performance, the team plans to work with the wider housing team to develop new reporting tools.

6. Communications and Engagement

- September newsletters issued within period.
- A Councillor visit to Florence Fields held on 16th September.

7. Outputs and Outcomes

7.1 Programme Outputs (05.10.2026)

Delivery of units*	Private Sale		Affordable Rent		Shared Ownership		Private Rental		Total	
	Goal	Occupied / Reservations	Goal	Transferred / Occupied	Goal	Sold / Occupied	Goal	Transferred / Occupied	Goal	Total to date
Florence Fields (Parkway)	123	26	46	18	11	6 reserved	46	21	226	71
Salter's Road (Taylors Drive)	0	0	68	68	10	10	0	0	78	78
Styleman Court (Southend Road)	26	0	4	4	2	1 reserved 1 completed	0	0	32	6
Valentine Park (Lynnsport 1)	63	6	10	0	4 22	0	19	0	96	6
Orchard Place	110	110	14	14	6	6	0	0	130	130

(Marsh Lane)										
Cowper Place (Lynnsport 3)	27	27	7	7	2	2	18	18	54	54
Dewside (Lynnsport 4/5)	68	68	9	9	4	4	8	8	89	89
Nar Valley Park (NORA 4)	35	35	17	17	5	5	48	48	105	105
*as of report date – tenures may change on incomplete developments	452	272	175	137	44	35	139	95	810	539
Other										
Contribution of housing units towards BCKLWN 5-year housing land supply										
Delivery in accordance with agreed Accelerated Construction Programme (ACP) targets										
Delivery of Public Open Space areas										

7.2 Projected Programme Outcomes – Under Review

Description

Building Inclusive, Connected Communities:

The programme aims to create inclusive, well-connected neighbourhoods by combining mixed-tenure housing with green spaces, community facilities, sustainable design, and safe transport links to foster social interaction and long-term resilience.

Social Value targets: Social

- Apprenticeships / Trainees – 22
- School engagements – 12
- Volunteering – TBC
- Skills development – 1,040 weeks
- Staff training – 1,200 person hours
- Community engagement – 16 newsletters, 40 person hours

Social Value targets: Environmental

- Waste diverted from landfill – 95%
- Considerate Constructor Score – 42/45
- HVO Fuel – 100%
- EcoCabins – 100%

Social Value targets: Economic

- Sub-contractors
 - o Within West Norfolk – 33%
 - o Within Norfolk – 60%
 - o Within 30 miles – 40%
- Suppliers
 - o Within West Norfolk – 33%
 - o Within Norfolk – 40%
 - o Within 30 miles – 35%
- Use of SME's – 25%
- Living Wage – 100%

8. Other Matters

Item	Comment
Procurement route for Lovell	Competitive Dialogue
Form of contract (e.g. JCT, NEC, Traditional, D&B)	Development Management Agreement – June 2015

9. Approved Documents

	Cabinet Report	Project Management Plan (PMP)	Contract Ref	Post Project Evaluation
Florence Fields (Parkway), King's Lynn	Parkway Development Update 17 th January 2023	In Draft	PPC2000 Contract 24 th July 2023	TBC
Valentine Park (Lynnsport 1), King's Lynn	Lynnsport 1 (Valentine Park) 6 th February 2024	In Draft	PPC2000 Contract 19 th June 2024	TBC
Styleman Court (Southend Road), Hunstanton	Southend Road Hunstanton 16 th March 2021	N/A	PPC2000 Contract 28 th April 2022	Complete
Taylors Drive (Salter's Road), King's Lynn	Salters Road 16 th March 2021	N/A	PPC2000 Contract 9 th January 2023	Complete
Orchard Place (Marsh Lane), King's Lynn	Major Housing Development – Final Approval 3 rd February 2015	N/A	-	N/A
Cowper Place (Lynnsport 3), King's Lynn	Not yet located	N/A	PPC 2000 Contract 8 th April 2019	N/A
Dewside (Lynnsport 4/5)	Cabinet 11 th April 2017	N/A	-	N/A
Nar Valley Park 4, King's Lynn	Nar Valley Phase 4 (Traditional Build) 4 th February 2020	N/A	PPC 2000 Contract 22 nd October 2020	Post Project Evaluation Member Major Projects Board 13th May, 2024



P-25.08 Hunstanton Coastal Defence Works Project Highlight Report

Project Name:	Hunstanton Coastal Defence Works	Project Manager:	Jade Kite	Project Sponsor:	Stuart Ashworth	Report covers period of:	Q2 2026/27
Capital Code:	CO 607	Client Dept:	N/A	Lead Designer:	Jacobs / Fairhurst	Cost Consultant:	-
Project Code:	P-25.08	End User (if applicable):	N/A	Contractor on Site:	Balfour Beatty / Southbay Civil Engineering		

Management Summary

	1.Overall RAG Status	2.1 Risks	2.2. Issues	3.Financials	4.Timelines	5.Resources
This Report	R	R	A	R	G	R
Last Report	R	R	A	R	G	R

Project Definition

Project Stage:

Hunstanton Coastal Defence Capital Works Phase 2 - Optioneering, outline design and outline business case (OBC)

Hunstanton Interim Works Permissions

Objectives:

Hunstanton Coastal Defence Capital Works Confirm the preferred engineering option for the Hunstanton Capital Works and produce an outline business case required to submit a bid for flood defence Grant in Aid (GiA) funding.

Hunstanton Interim Works Submit applications for all statutory consents (planning permission & marine licencing) required to enable the Hunstanton Interim Works construction to proceed.

Scope:

Hunstanton Coastal Defence Capital Works Identify the preferred engineering option, enabling production of an outline design and outline business case required to submit a bid for flood defence GiA funding to the Regional Flood and Coastal Committee (RFCC) and Environment Agency in March 2027.

Hunstanton Interim Works Undertake and coordinate all planning permission, marine licensing, environmental assessments and supporting technical work to submit applications for statutory consents.

1. Overall Status (high-level summary)

Overall RAG status for both works is Red due to

- Financial Position and risks
- Potential need for further Emergency Works
- Potential poor PR

1.1 Decisions required by the Officer Major Projects Board

- None

1.2 Achievements during this period

Hunstanton Coastal Defence Capital Works:

- Completion of 'initial works' contract (phase 1) with Balfour Beatty for the Hunstanton Capital Works in July 2026 w.
- Commencement of 'optioneering, outline design and OBC' contract (phase 2) with Balfour Beatty and Jacobs for the Hunstanton Capital Works in August 2026
- RPA Ltd are undertaking final amendments to Hunstanton economic assessment required for OBC
- Monitoring and surveys of coastal defences to support outline design ongoing.

- Updates issued to stakeholders on works progress
- Hunstanton Interim Works:**
- Stakeholder engagement and media briefings held
 - Appointment of Fairhurst to develop documentation required to submit a planning application and marine licence to the Local Planning Authority and Marine Management Organisation for the scheme
 - Completion of intertidal and terrestrial environmental surveys required to support permissions
 - Additional surveys and monitoring implemented to allow informed decision for interim works

2. Risks and Issues

2.1 Key Risks [all red and increasing amber]

A risk is something that may happen

Risk ID (2/2)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
1	Emergency Works	Further emergency works may be needed to be completed at short notice to prevent collapse and failure of coastal defences	R	2.1	Additional surveying and monitoring of areas that are likely to fail	05/10/2026
2	Financial	Need to potentially fund any further emergency works that may be required	R	3	Early engagement with finance team and elected members Potential CIL funding bid.	05/10/2026
3	Financial	RFCC for Flood Defence Grant in Aid for capital works – cost £35M with a minimum of 10% (£3.5m) partnership funding from BCKLWN. Funding bid may not be successful, or full bid amount may not be received.	R	3	Economic assessment being completed by RPA Ltd to help maximise funding score and business case. RFCC DGiA application to be made in July 2027. Potential further CIL funding bids.	05/10/2026
4	LGR	Move to new Authority may impact project delivery and timescales	A	4	Early engagement with Shadow Authority Risk reduced from R to A reflecting pause on LGR workstream.	05/10/2026
5	Permissions	MMO Licence or Planning Application delays	R	4	Early identification of any additional monitoring or surveys required to support applications. Use of experienced contractor to support application.	05/10/2026

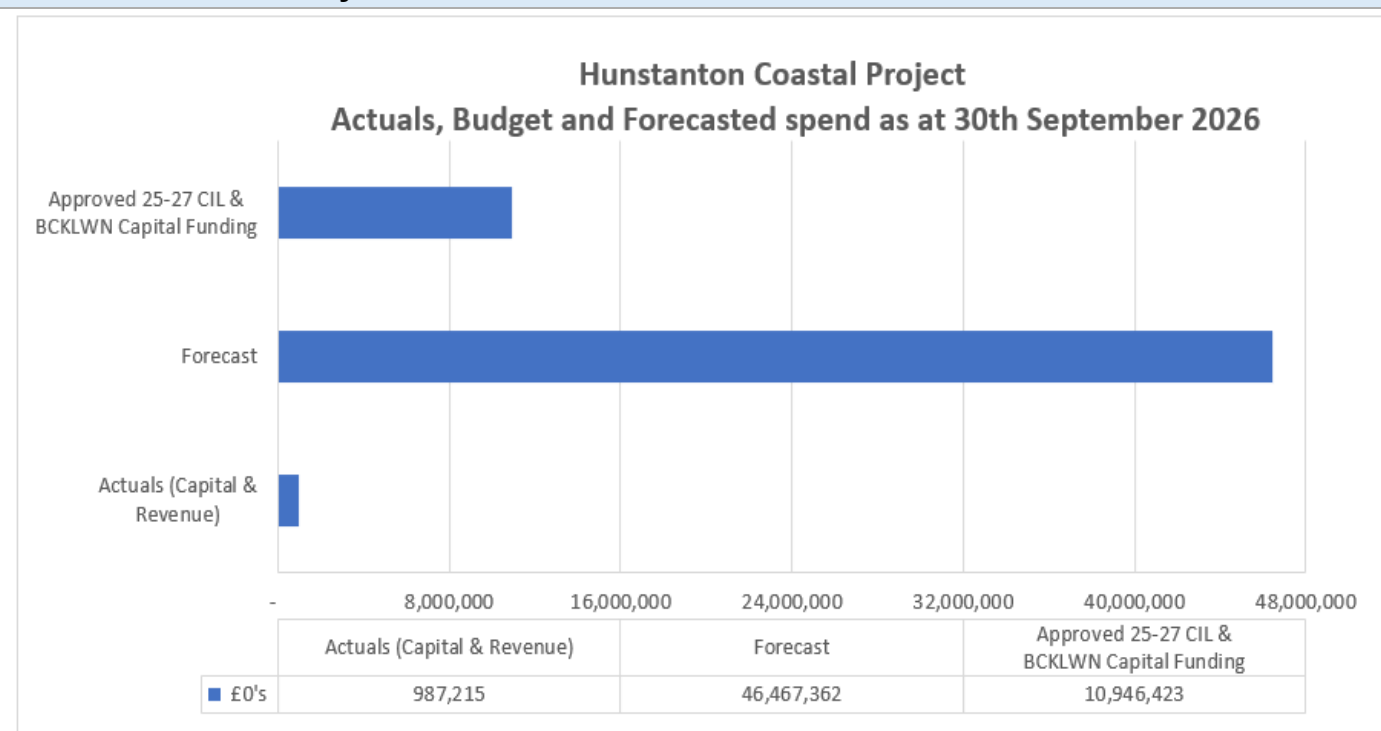
2.2 Key Issues [all red and increasing amber]

An issue is something that has happened

Issue ID (1/1)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
1	Emergency Works	Stability of existing sections of defences are being routinely surveyed and monitored for any sign of structural weakness	R		Complete emergency works as and when required	05/10/2026

Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

3.1 Financial Summary



3.2 Financial Commentary

Financial current RAG is currently Red.

Actuals up to 30th September 2026 are c£1m against an approved budget of £10.9m, made up of £8.2m BCKLWN and £2.7m CIL 26-27 funding, which £0.7m relates to Interim works (as below) forecasted costs are £46.5m with additional funding to be funded by DEFRA (flood defence).

Hunstanton Coastal Defence Capital Works:

- Indicative costs for detailed design and capital rebuild (like for like) = £22m plus risk of £19.2m = £41.2 million
- Under new flood defence GiA rules, the first £3 million will be funded 100% funded by flood defence GiA if the funding bid is successful
- Up to 90% of remaining costs over £3m can be funded by flood defence GiA if our funding bid is successful. BCKLWN will need to contribute an estimated minimum 10% of project costs over £3m.
- BCKLWN minimum contribution towards costs over £3m = £3.81m
- Indicative project costs are subject to change and will all be updated by March 2027 following completion of the Phase 2 contract.
- £2.08m funding has been secured from CIL to support the Borough Councils contribution for these works.

Hunstanton Interim Works:

- Estimated cost of permissions and construction is approximately £2m plus a risk (optimism bias) allocation.
- £0.7m funding has been secured from CIL to support these works.

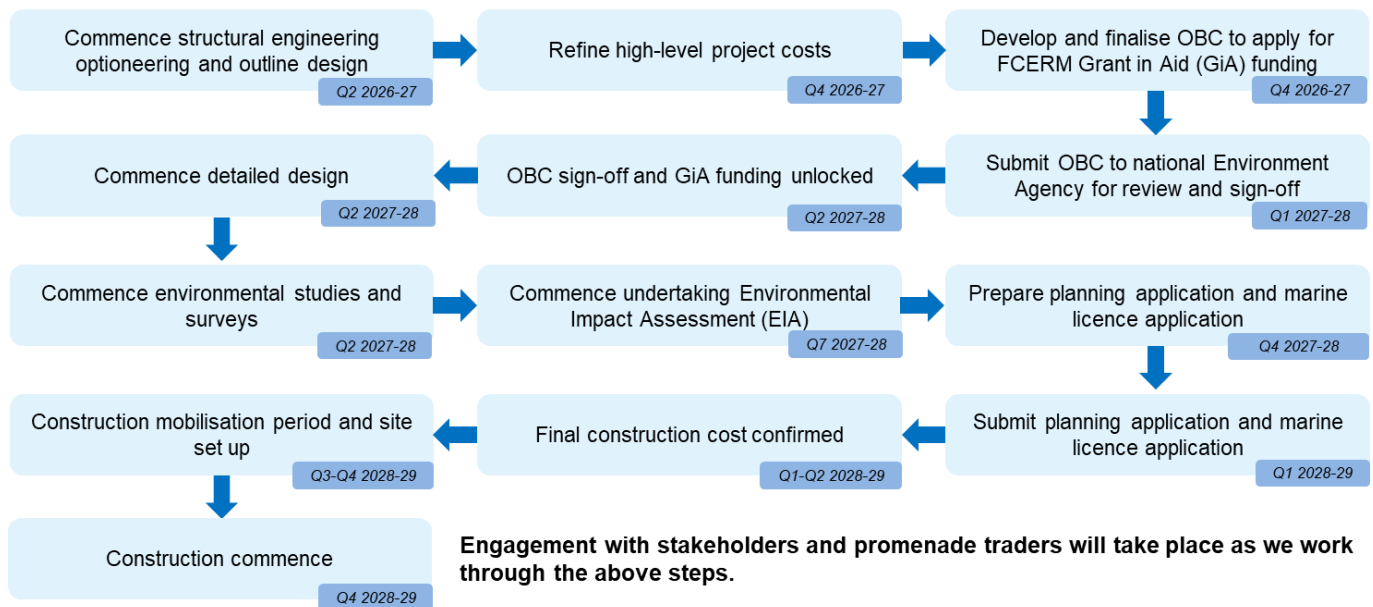
3.3 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
-	N/A	-	-	-	-	-	-

4. Timelines – High Level Milestones

Hunstanton Coastal Defence Capital Works:

The project planning phase is anticipated to take 12-18 months to complete and will include the following high level steps: -



Hunstanton Interim Works:

Timeline for preparing and submitting permission (Planning Permission and Marine Licence) applications is Quarter 3 2026-27.

The interim works state date will be dependant on permissions, but is likely to be late Quarter 4 2026-27 or early Quarter 1 2027-28.

4.1 Timelines Commentary

Timelines current RAG status is Green due to:

Hunstanton Coastal Defence Capital Works:

Phase 2 contract commenced on 3rd August 2026 and programme remains on track for March 31st 2027 completion. Preparation for Phase 3 contract (pre-construction and detailed design) will start Q3 2026-27.

Hunstanton Interim Works:

Contract in place for development and submission of permissions and remains on track.

5. Resources Commentary

Resources current RAG status is Red.

- Reduced staff capacity with EH Manager retirement in September 2026, leaving 1 FTE staff member working on both Hunstanton Capital Works, Hunstanton Interim Works and BAU activities.
- Workload is high with current staff at capacity, need to consider extra support going forward
- Additional work due to need to monitor for emergency works to Section E and Section F&G. This requirement may increase over the winter months.

6. Communications and Engagement

Hunstanton Coastal Defence Capital Works:

- Project Board and Project Team established and meeting on a monthly basis
- Dedicated webpage for project updated August 2026, and email updated provided to all stakeholders
- WECMS Stakeholder Forum scheduled for Wednesday 7th October
- Planning for stakeholder engagement during Phase 2 contract underway

Hunstanton Interim Works:

- Elected member, stakeholder and media briefings held regarding interim works
- Dedicated webpage for project set up and updated regularly
- WECMS Stakeholder Forum scheduled for Wednesday 7th October
- Planning for future stakeholder engagement ahead of submission of permissions being planned

7. Outputs and Outcomes**7.1 Outputs**

Description	Target	Notes
Hunstanton Coastal Defence Capital Works		
Maintain the standard of coastal flooding protection which the Hunstanton Coastal Defences provide	1 in 200-year event	The works will maintain the existing flood defence level to Hunstanton & Heacham
Maintain the standard of coastal erosion protection which the Hunstanton Coastal Defences provide	Hold the Line	Hold the Line is the current shoreline management policy for this stretch of coast which is being implemented
Hunstanton Interim Works		
Temporary stabilisation of the Section F and G seawall whilst planning for a permanent solution as part of the Hunstanton Capital Works takes place.	Interim seawall stabilisation	

7.2 Outcomes

Description	Notes
Hunstanton Coastal Defence Capital Works	
Reduce the risk of coastal flooding and coastal erosion to residential and non-residential properties within the areas benefitting of Hunstanton and Heacham	Capital rebuild of existing Hunstanton Coastal Defences as they are at end of life and in danger of failure. Works will rebuild existing coastal defences to protect 555 domestic residential properties, 114 businesses and non-residential properties and maintain the current tourism and amenity benefit to Hunstanton
Hunstanton Interim Works	
Temporary stabilisation of the Section F and G seawall, reducing likelihood of structural failure whilst a permanent solution is developed as part of the Hunstanton Coastal Defence Capital Works.	

8. Other Matters

Item	Comment
General stage progress	Hunstanton Coastal Defence Capital Works: Completion of phase 1 contract and commencement of phase 2 contract from August 2026. Hunstanton Interim Works: Commencement of contract to develop and submit statutory permission applications in August 2026.

Item	Comment
Procurement progress	Hunstanton Coastal Defence Capital Works: Balfour Beatty selected through the SCAPE Framework Hunstanton Interim Works: Contract awarded to Southbay Civil Engineering and Fairhurst.
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	Hunstanton Coastal Defence Capital Works:

	Phase 1 and Phase 2 have used a PSC contract Hunstanton Interim Works: JCT Minor Works Contract – Without Design
Proposed route to market (e.g. IOTT, Framework i.e. DPS, HPCS, LCP)	Hunstanton Coastal Defence Capital Works: SCAPE Framework being used Hunstanton Interim Works: Direct award via contract exemption due to urgent nature of works required meaning works are strictly necessary where there is a need to protect human health and property because of extreme and unavoidable urgency and could not be awarded via a competitive tendering procedure.
Surveys Status	For both the Hunstanton Coastal Defence Capital Works and Interim Works projects, surveying and monitoring is ongoing including: - ▪ Finalisation of window (core) sample lab analysis ▪ Structural stability monitoring of defence sections E, F and G every 3-months ▪ Structural stability monitoring of part of Section F and G every month ▪ Quarterly ground penetrating radar surveys of all 1.5km of promenade ▪ Monthly groundwater monitoring for Section E and G ▪ 2-weekly beach level monitoring for Section E, F and G ▪ Weekly visual inspections of Sections E, F and G ▪ Environmental surveys completed to support permissions ▪ Geological boreholes of beach to be completed as part of Phase 3 capital works contract
Statutory updates	Hunstanton Coastal Defence Capital Works: Main capital works project will require planning permission and MMO Marine Licence. Preliminary environmental surveys are underway to inform Phase 2 contract. Environmental constraints need to be followed. Hunstanton Interim Works: Planning permission and marine licence required for construction. Permission development underway, including completion of bespoke site environmental surveys to inform permission documentation
Health and safety	Hunstanton Coastal Defence Capital Works: Separate RAMS will be assessed for main project once detailed design has been completed. Construction (Design and Management) Regulations 2015 to be adhered to.
Health and safety	Hunstanton Interim Works: RAMS to be developed and adhered to for construction. Traffic management plan to be produced to support permission applications. Construction (Design and Management) Regulations 2015 to be adhered to.

Local schemes / dependencies	Interaction with Wash East Coastal Manamgent Strategy review and Hunstanton Masterplan
Marketing of sites	N/A

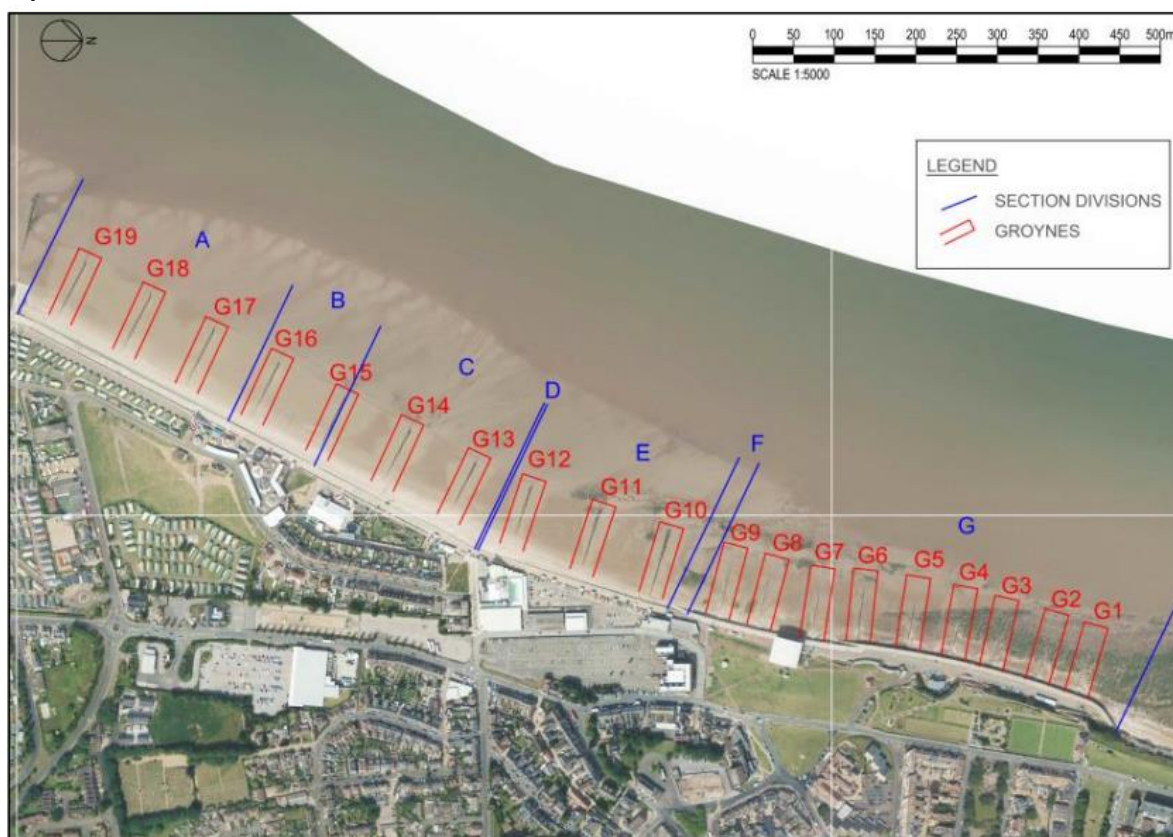
9. Approved Documents

	OBC [RIBA 0 Approval]	Client Brief [RIBA 1 Initiation]	Resource Brief	PID [RIBA 1 Gateway]	PID Update [RIBA 2 Gateway]	PID Update [RIBA 3 Gateway]	PID Update [pre tender]	Final PID [post tender]
Status:	✓							
Date Approved:								
Approved by:								

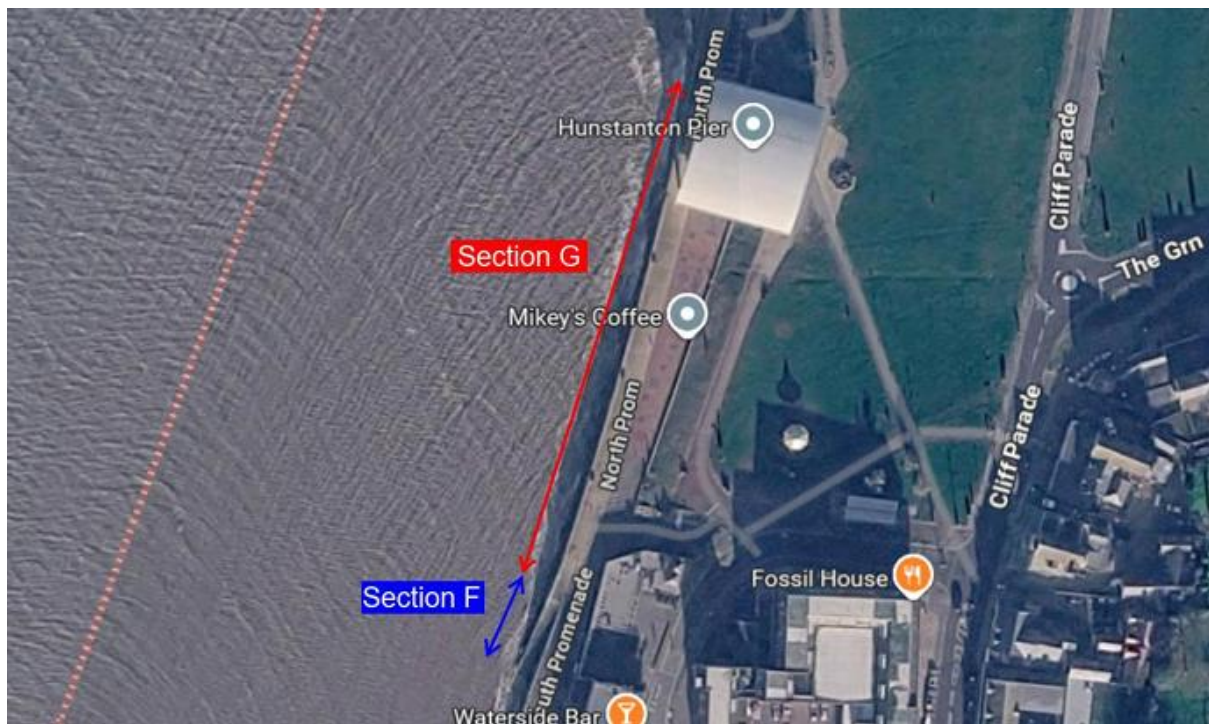
Last approved document: Budget Report, Full Council, February 2026

Spend – Budget variance (Inc. Contingency)		Milestone Delivery RAG Status		Risk & Issue RAG status	
R	More than 10% over or under budget	R	13 weeks or more behind the critical path	R	Need immediate attention
A	Between 5% & 10% over or under budget	A	4 to 12 weeks behind the critical path	A	Needs attention before next project review
G	Within 5% of budget or less than £10k	G	4 to 12 weeks less behind the critical path	G	Can be managed

Map of Hunstanton Town Coastal Defence Sections



Map of Hunstanton Interim Works Location



P.26-04

West Norfolk Racket and Community Sports Hub Highlight Report

Project Name:	West Norfolk Racket and Community Sports Hub	Project Manager	To be confirmed	Project Sponsor:	Siobhán Cleeve, Interim Assistant Director of Leisure and Culture	Report covers period of:	1 July to 30 September 2026
Capital Code:	TBC	Client Dept:	Leisure & Culture	Lead Designer:	LTA	Cost Consultant:	Alliance/LTA
Project	P.26-04	End User (if applicable):		Contractor on Site:	Not yet appointed		

Management Summary

	1.Overall RAG Status	2.1 Risks	2.2. Issues	3.Financials	4.Timelines	5.Resources
This Report	Green	Green	Green	Amber	Green	Amber
Last Report	N/A	N/A	N/A	N/A	N/A	N/A

Project Definition

Project Stage: RIBA Stage 3 feasibility and pre-planning work completed for the initial scheme. The expanded project is moving from approval into mobilisation and detailed design, RIBA 4.

Objectives:

- Transform underused, weather-dependent outdoor courts into a reliable, year-round community asset.
- Deliver three covered padel courts, weatherproofed tennis provision and a covered multi-use games area.
- Relieve peak-time pressure on Lynnsport's indoor sports facilities, which operate at more than 93% occupancy at peak times.
- Increase affordable and inclusive access to sport and physical activity, particularly for residents facing financial, health or other barriers to participation.
- Secure approximately £1 million of external LTA and DCMS investment.
- Improve the long-term financial sustainability and social value of the Council's leisure portfolio.

Scope:

- A flexible covered multi-use games area with markings for activities including basketball.
- Weatherproofing of the existing outdoor tennis courts.
- Three canopy-covered, floodlit padel courts.
- Associated lighting, access, servicing, design, planning and enabling works.
- Development of an affordable, Council-operated community programme covering racket sports, club use, community activity and targeted wellbeing provision.

1. Overall Status (high-level summary)

Overall RAG status is Green.

- Full Council approved the £2.2 million project in July 2026, allowing delivery to begin.
- Secured the basis for approximately £1 million of LTA and DCMS support and £334,000 additional Council funding, increasing the Council contribution from £866,000 to £1.2 million.
- The business case forecasts that project-generated income will meet borrowing repayments, with an estimated ongoing positive annual contribution of approximately £151,714 after the borrowing has been repaid.
- The current status is Green following political approval. Detailed design, planning, procurement, final funding agreements, programme confirmation and delivery mobilisation remain the next steps.

1.1 Decisions required

1.2 Achievements during this period

- Developed the proposal from a padel-only concept into a wider racket and community sports hub addressing tennis utilisation, indoor capacity pressures and wider community demand.
- Completed and refined the financial modelling, options appraisal, equality screening, strategic case and supporting evidence.
- Prepared and progressed the project through Environment and Community Panel, Cabinet and Full Council.
- Secured Cabinet approval for the £2.2 million scheme and Full Council approval for the additional £334,000 Council contribution.
- Established the basis for approximately £1 million of external LTA and DCMS investment.
- Prepared presentations, member briefings, responses to scrutiny questions and supporting material for the political decision-making process.
- Responded directly to member questions about demand, competition, affordability, financial assumptions, utilisation and wider community benefit.
- Worked with Communications and the LTA on press releases and stakeholder messaging.
- Provided updates to staff, partners and stakeholders following the Council decisions.
- Began planning the transition from approval into detailed design and delivery.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber] – something that may happen

Risk ID (0/?)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments

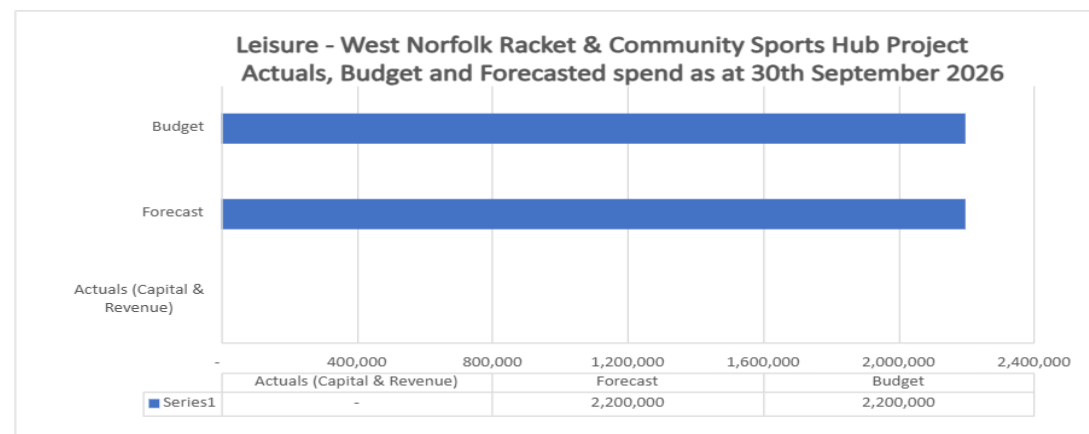
2.2 Key Issues [all red and increasing amber] – something that has happened

Issue ID (0/?)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments

Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.

Note: will vary for each project

3.1 Financial Summary



3.2 Financial Commentary

Overall RAG status remains GREEN

Financials Actuals as at 30th September 2026 are £nil against a budget of £2.2m, forecasted costs are £2.2m

3.3 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
N/A							

4. Timelines – High Level Milestones

- Full Council decision: Additional £334,000 Council contribution approved, enabling the project to move into delivery
- August–September 2026: Initial mobilisation, capital profiling and stakeholder communications undertaken
- Next milestone: Confirm project manager, design team, current RIBA gateway and baseline programme
- Next milestone: Complete detailed design, technical investigations and updated pre-application planning work
- Next milestone: Finalise the LTA and DCMS funding agreement and Council financing mix
- Next milestone: Complete procurement and appoint the delivery contractor
- Next milestone: Commence construction, subject to planning, funding and procurement
- Review Business Case as the project develops to ensure pricing strategies remain competitive whilst serving the community
- Completion date: To be confirmed through the agreed baseline programme

4.1 Timelines Commentary

The Timelines RAG rating is Green

- Political approval was secured during the reporting period, and the project can now move into delivery.

5. Resources Commentary

The Resources RAG rating is Amber

- The project has strong senior sponsorship and has drawn on input from Leisure and Culture, Finance, Performance, Communications, Planning, the LTA, Alliance Leisure and other technical advisers. Moving from approval into delivery will require a clearly identified project manager and confirmed resources across design, cost management, procurement, legal, planning, finance, communications and operational mobilisation. This is currently progressing.
- The principal resource risk is competing capacity across several major capital projects within the Leisure and Culture portfolio. A dedicated resource plan, clear responsibilities and regular project governance are required to maintain momentum and avoid delay.

6. Communications and Engagement

- Worked with the LTA and Council Communications on coordinated media and stakeholder messaging
- Prepared and reviewed the public press release aligned with publication of the committee papers and the LTA's national funding announcement
- Briefed Environment and Community Panel, Cabinet and Full Council through reports, presentations, speeches and responses to questions
- Responded to member challenge on demand, private-sector competition, pricing, utilisation, financial assumptions and community benefits
- Provided updates to Alive staff and key stakeholders following the Full Council decision
- Communicated the project as part of the wider phased improvement of Lynnsport and the Council's leisure portfolio
- Emphasised affordable access, inclusion, community participation, prevention, health outcomes and better use of Council assets
- Future communications should align with design development, planning, procurement, construction milestones and the opening and mobilisation programme

7. Outputs and Outcomes

Outcomes		
Description	Target	Notes
Increased year-round access to racket and multi-sport activity	Establish reliable covered provision and increase participation after opening	Baseline usage and post-opening targets to be confirmed in the benefits-realisation plan.
Reduced pressure on Lynnsport indoor sports space	Transfer suitable activity to covered outdoor provision and release peak indoor capacity	Existing peak indoor occupancy exceeds 93%.
Improved access for priority communities	Deliver affordable, inclusive and targeted programmes for residents facing barriers to participation	Pricing, outreach and programming will be central to realising this outcome.
Improved health, wellbeing and social value	Increase physical activity, social connection, volunteering and community use	Measures should align with the Council's prevention, Marmot and social-value objectives.
Improved financial sustainability	Meet borrowing repayments and move to an estimated annual positive contribution of approximately £151,714 after repayment	Subject to final funding arrangements, fees & charges agreement and actual operating performance.
Better utilisation of Council assets	Convert underused, weather-dependent courts into a resilient year-round facility	Existing outdoor tennis court occupancy was reported at approximately 4% to 17%.

Outputs		
Description	Targets	Notes
Deliver the West Norfolk Racket & Community Sports Hub	To deliver the project on time and in budget	

8. Other Matters

Item	Comment
General stage progress	RIBA Stage 3
Procurement progress	Within Framework
Proposed form of contract (e.g.	
Proposed route to market (e.g.	Framework
Legal progress	
ICT, FF&E update	
Stakeholder engagement	Ongoing
Local schemes / dependencies	

9. Approved Documents

	OBC [RIBA 0 Approval]	Client Brief [RIBA 1 Initiation]	Resource Brief	PID [RIBA 1 Gateway]	PID Update [RIBA 2 Gateway]	PID Update [RIBA 3 Gateway]	PID Update [RIBA 4 Design]	Final PID [pre-post tender]
Status:								
Date Approved:								

Approved by:								
Last approved document: PID MM/YYYY								

Spend – Budget variance (Inc. Contingency)		Milestone Delivery RAG Status		Risk & Issue RAG status	
R	More than 10% over or under	R	13 weeks or more behind the	R	Need immediate attention
A	Between 5% & 10% over or	A	4 to 12 weeks behind the	A	Needs attention before next project
G	Within 5% of budget or less than	G	4 to 12 weeks less behind the	G	Can be managed



P.21-11

St George's Guildhall & Creative Hub Project Highlight Report

Project Name:	St George's Guildhall & Creative Hub	Project Manager	Robin Lewis / Dan Mason / Liam Bacon	Project Sponsor:	Duncan Hall	Report covers period of:	September 2026
Capital Code:	C9061	Client Dept:	Regeneration	Lead Designer:	Haworth Tompkins	Cost Consultant:	Andrew Morton Associates
Project Code:	P.21-11	End User (if applicable):	CIO *	Contractor on Site:	Messenger Construction LTD (started 24/11/2025)		

Management Summary

	1.Overall Status	2.1 Risks	2.2. Issues	3.Financials	4.Timelines	5.Resources
This Report	A	A	A	A	G	A
Last Report	A	A	A	A	G	A

Project Definition

Project Stage: RIBA Stage 5 – Construction

Objectives:

The project has the following defined aims:

- Redevelopment and refurbishment of St George's Guildhall, from road to river, including a fully working Theatre.
- To conserve and promote King's Lynn's heritage and culture, and in particular draw upon the links between William Shakespeare and the Guildhall.
- Make our centre fully accessible and welcoming to all, whilst boosting new skills, and supporting new and existing creative businesses.
- To establish a vibrant cultural hub that will be a heritage attraction, education resource, commercial zone by day, and a theatre and entertainment venue by night.

Scope:

- Delivery of project outputs as identified in Towns Fund application & subsequent approved PAR summer 2024.
- Delivery of works identified in RIBA Stage 1-5 report(s) including alterations to the listed buildings necessary to deliver the scheme.
- Fundraising for capital and revenue costs as necessary
- Promotion of the project and centre its links to Shakespeare within the town nationally and internationally.
- Delivery of activities to widen the engagement, support wider cultural, learning, and educational objectives for the town and develop existing and new audiences.
- Creation of the CIO to operate the world class venue.

1. Overall Status (high-level summary)

RAG Status this month is AMBER.

Cabinet and Town Board approved the scheme to proceed in July 2025. Focus continues to find and deliver further funding for the project. An external fundraising consultant has been appointed and are receiving their on-boarding instructions.

- **Main Contract Works** - MCL have made good progress in this period, the roof to the red barn is nearing completion with roof tiles being installed. Brick repairs have started on the Guildhall and MCL are targeting the repairs completion for the end of this year to align with client requests. The archaeological pit excavation to the Shakespeare barn has now started and levels to the flooring in this area have now been completed.
Timber repairs to other roofs have also made good progress and MCL are prioritising roofs that are not under cover to ensure that exposed roofs can be completed ahead of winter.
An unauthorised minor builders work hole was made in this period by MCL. This was due to holiday cover not being fully briefed of processes on MCL side. We have put in place additional measures to ensure this does not happen again, and MCL have committed to a full and sensitive repair. Lighting protection has now been approved at planning and is being installed on GH roof
- **Party wall** - The final amended party wall notice has been served on Weatherspoon's following a review and investigation into the existing boundary wall make up. The team are awaiting feedback to action next steps.



- **Interpretation Works** - Interpretation continues to progress with bi-weekly workshops being held to maximise potential of the interpretation workstream and co-ordinate with the wider work streams. The design team are working closely with the interpretation team to ensure updates are made in a timely manner.
- **King Street public realm** - Following a successful meeting with Norfolk County Council surrounding the S278 further advice was received and the application has not been altered and remains with the planners for determination.
- **Crown Post Truss** - The Crown Post Truss has now been restored and returned to site by Robinson's restoration team. Installation of the truss will take place early in the next quarter.

1.1 Decisions required by the Neighbourhood Board

- None required at this Board

1.2 Achievements during this period

- Brick repairs have started to the Guildhall
- Red barn roof is nearing completion with roof tiles being installed.
- Lift pit excavation has now started
- Scaffolding has been added to the lower section of 2&3 Ferry Lane
- Lightning protection has been approved at planning and is being installed.

Priorities for Next Period:

- Install the steelwork to support the The Crown Post Truss and complete the Crown Post Truss works.
- Complete the roof of Red Barn and progress other exposed roofs
- Install lower section of scaffolding to 2&3 Ferry Lane to start brick & wall repairs to 2&3 Ferry Lane.
- Progress Guildhall brick repairs

2. Risks and Issues

2.1 Key Risks [all red and increasing amber] – something that may happen

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
45	Archaeological	Potential Archaeological finds during construction phase of the project.	A	Construction	Work closely with FAS and MCL to ensure any potential risk areas can be covered in advanced time to ensure any finds will not affect programme. Work underway on service lift pit, an area of potential high interest/potential impact to programme.	05/10/2026
89	Lead Times	There is a risk that extended lead times for specialist materials, heritage components, or key construction products may impact planned procurement activities and delay the commencement or completion of associated work packages. Any delays in materials availability could have a knock-on effect on programme activities.	A	Construction	Work closely with the design team to ensure that all design information, specifications, approvals, and technical details are developed and issued in accordance with the project's information release schedule. Regular design coordination meetings will be held to identify potential delays at an early stage, resolve outstanding queries, and maintain visibility of upcoming information requirements. This proactive approach will enable the contractor to place material orders at the earliest opportunity, reducing the risk of procurement delays and minimising any potential	02/10/2026

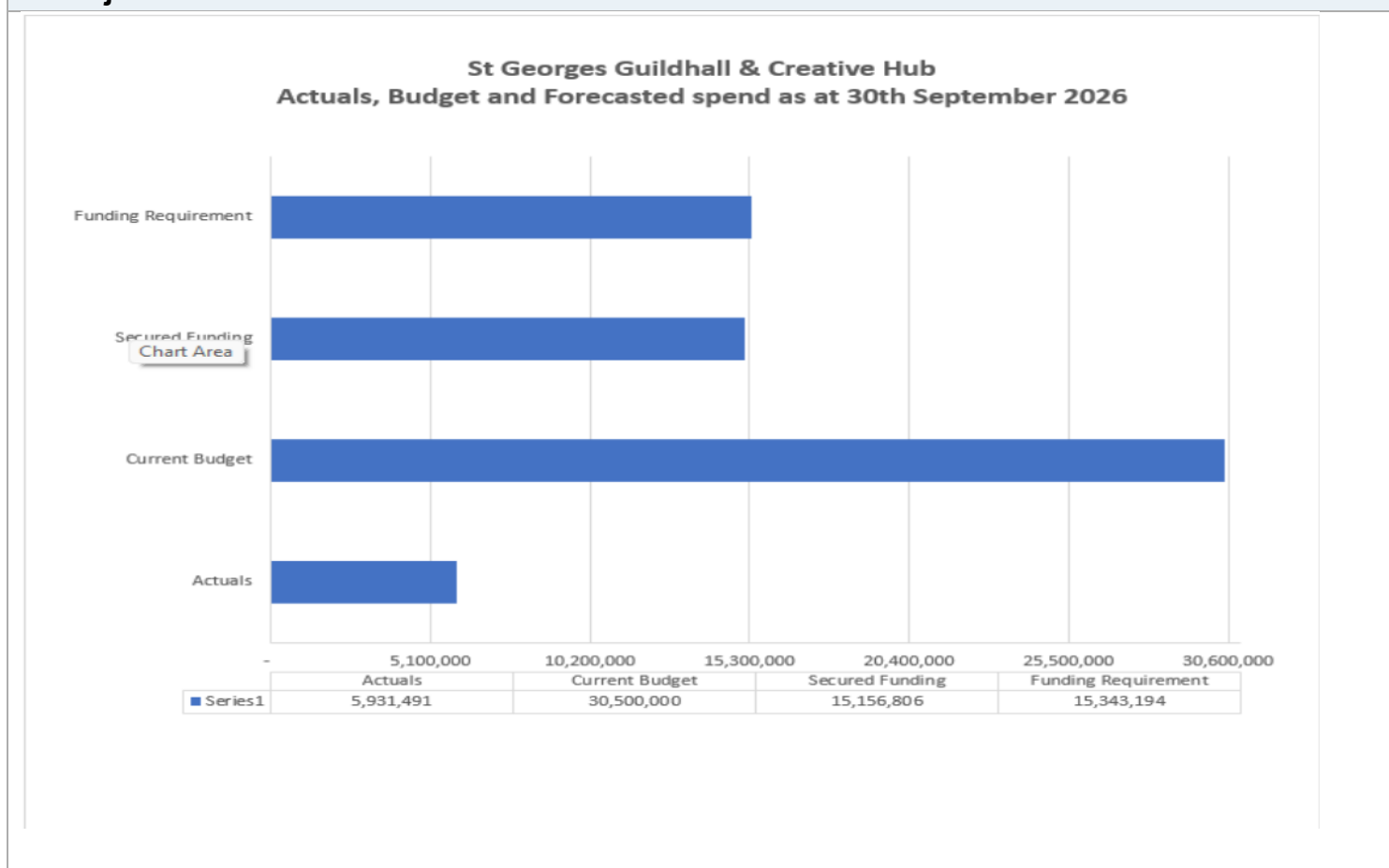


					impact on the construction programme.	
54	Interpretation coordination	Interpretation works out of sync with main programme	A	Financial/ programme	Work with interpretation, MCL and immersive experience consultation to make allowances where possible to limit impact of design stages being out of sync.	02/10/2026

2.2 Key Issues [all red and increasing amber] – something that has happened

Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments

3. Project Financials



3.1 Financial Commentary

Financial RAG status is currently AMBER

- Actuals including year-end accruals as of 30th September 2026 are £5.9m with a current project budget of £30.5m.
- Funding is £15.1m is secured funding, as the £2.5m of unsecured funding has now been approved, with £15.4m being the current funding requirement, where work is ongoing to locate further funding for the project (current revenue funding is £0.75m (within the £30.5m))
- Actuals primarily relate to professional and consulting costs, including project management, quantity surveyor, and architect costs, with the main contractor costs to date are £2.2m



3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change

Formal change control tracker being prepared for use during the RIBA5 + Project timelines, to capture delegated/ various Project Governance thresholds.

4. Timelines – High Level Milestones

MCL Key Mile Stones (based on MCL programme)	637 days?	Mon 19/01/26	Tue 25/07/28
Guildhall	432 days	Tue 29/09/26	Thu 22/06/28
Crown Post Truss installed (L480)	0 days	Mon 05/10/26	Mon 05/10/26
Guildhall Roof completed (L504)	0 days	Mon 25/01/27	Mon 25/01/27
Glulam structure completed (L550)	0 days	Mon 08/03/27	Mon 08/03/27
First Fix period (completion varies dependnt on area)	319 days	Tue 29/09/26	Fri 14/01/28
Second Fix period (completion varies dependnt on area)	107 days	Mon 01/11/27	Tue 11/04/28
Works Complete	0 days	Thu 22/06/28	Thu 22/06/28
North Range 3 (inc Riverside Resturant)	253 days	Mon 16/11/26	Thu 18/11/27
Roof works completed	0 days	Mon 16/11/26	Mon 16/11/26
Envelope works completed	0 days	Thu 11/02/27	Thu 11/02/27
Structural Alterations completed	0 days	Fri 30/07/27	Fri 30/07/27
Internal works completed	0 days	Thu 18/11/27	Thu 18/11/27
NORTH WAREHOUSE RANGE 1+2 [FERMOY GALLERY]	279 days	Mon 15/02/27	Fri 24/03/28
Roof works Complete (L904)	0 days	Wed 15/09/27	Wed 15/09/27
Envelope works complete (L974)	0 days	Mon 15/02/27	Mon 15/02/27
Structural Alterations (L991)	0 days	Thu 19/08/27	Thu 19/08/27
Works Completed (L896)	0 days	Fri 24/03/28	Fri 24/03/28
Red Barn & Link	622 days?	Mon 26/01/26	Tue 11/07/28
Red Barn Roof Works Complete	0 days	Fri 21/08/26	Fri 21/08/26
Place Glulam Beams in the Link	0 days	Fri 19/11/27	Fri 19/11/27
Assume Red Barn Water Tight (L1773)	0 days	Thu 03/12/26	Thu 03/12/26
Link Zinc Roof Complete	0 days	Fri 21/01/28	Fri 21/01/28
Red Barn & Link Complete	0 days	Tue 11/07/28	Tue 11/07/28
Shakespeare's Barn	637 days?	Mon 19/01/26	Tue 25/07/28
Alter Scaffold for the Lift Pit	0 days	Fri 14/08/26	Fri 14/08/26
Complete Demolition in Location of New Lift Pit	0 days	Fri 28/08/26	Fri 28/08/26
Lift Base and Lift Walls Complete (L1576)	0 days	Mon 19/10/26	Mon 19/10/26
Raft Slab (includes insulation and tanking) Complete	0 days	Thu 26/11/26	Thu 26/11/26
Assume Water Tight (L1625)	0 days	Mon 11/10/27	Mon 11/10/27
Lift Installed	0 days	Fri 26/05/28	Fri 26/05/28



4.1 Timelines Commentary

Timeline RAG rating is GREEN.

- Updated programme from Messenger noted that while works currently behind anticipated programme (due to scaffolding/ Party wall issues), due to length of contract they expect that this time can be made back with works completing in Summer 2028.
- Monthly workshops have now been scheduled to review and understand updates, identify areas of acceleration and risk areas for delays.
- Pulse are working with the design team and MCL to identify design packages that can be accelerated to support the programme.

5. Resources Commentary

Resource this month is AMBER.

- Fundraising consultant appointment Cause4 action plan signed off.
- Education Officer new role and appointment due to be confirmed shortly.
- Heritage Volunteer coordination appointed.
- Wider Programme workstream governance requirements review completed. Proposed approach (Programme key areas broken into x5 Workstreams) update to internal roles/ reporting underway from April.

6. Communications and Engagement

- Dates and planned events identified until March 2027
- Monthly Newsletter established and being circulated
- Heritage open day 13th September saw 1059 visitors to No.29
- Armin Festival, a school's festival held on the 17th September
- Preparations underway for the return of the Dragon Festival on the 7th November.
- No. 29 King Street Visitor Centre continues to operate as normal under Messenger's guardianship and their legal duty to care to control space.
- Main contractor – Messenger Social Value outputs/KPI's include local spend target of £2.5m, site talks, visits to colleges/schools, CWA links, Apprentices.

7. Outputs and Outcomes

7.1 Outputs

Description	Target	Full Scheme revised outputs, agreed by KLTB and BCKLWN Cabinet July 2024 and 2025
Number of temporary FT jobs supported during project implementation	110	55
Number of full-time equivalent (FTE) permanent jobs created through the projects	22	34
Number of improved cultural facilities	5	8
Amount of capacity of new or improved training or education facilities	1*	
Amount of capacity of new or improved training or education facilities	10,300	10,300
# of derelict buildings refurbished	6	6
# of heritage buildings renovated/restored	10	10
# of enterprises receiving non-financial support	50	50
# of potential entrepreneurs assisted to be enterprise ready	60	60
Amount of existing parks/greenspace/outdoor improved	1240 m ²	1572m ²
Amount of new office space	669m ²	825m ²
Mandatory indicator - Year on Year monthly % change in footfall	900%	1680%
NEW – Improvement to King Street Public Realm (subject to planning)		350m²



7.2 Outcomes

Description	Notes
Refurbishing the Historic Theatre and enhancing physical access – with a reference to its exceptional historical value and Shakespearian connection	RIBA 04 Design details the site wide improvements to access for both the public and members of staff working there in the future scheme.
Creating opportunities for local creative enterprises	The creative hubs will provide a real base for these new enterprises.
Creating inspiring spaces, for the community and visitors alike, for formal and informal learning including youth engagement.	The scheme has many flexible meeting and public discussion spaces across the 10 buildings on the site. Community engagement continues to build on many positive news stories about place and the needs of local people.

8. Other Matters

Item	Comment
General stage progress	Contract signed and construction to commence 24/11/2025.
Procurement progress	Main Contractor tender completed.
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	Construction – JCT with quantities & 8 amendments following review
Proposed route to market (e.g. ITT, Framework i.e. DPS, HPCS, LCP)	Procurement will be via a two-stage tender (SQ followed by full ITT), open market tender via the Councils procurement portal
Legal progress	Support development of CIO governing document, Fundraising guidance for both BCKLWN to share with CIO/ NT to ensure compliance with law, Charity Commission, the Lease between the BCKLWN, and NT. HMRC Tax rules
Legal instruction form issued.	Legal instruction issued in October 2022 for development of CIO agreement & then again in Sept/October 2024 in relation to fundraising for the site and its operation.
Surveys Status	Surveys identified and completed RIBA4. Ongoing risk e.g. timber conditions being monitored and further archaeological “rescue” matters subject to survey/appointment. Focus of recent finds in foyer floor/ Shakespeare passage/ Undercroft, Main stage area built into design changes being worked through in this period.
Statutory updates	Extensive coordinated updates with National Trust, plus Planning, Development Team and Building Control to ensure views are captured during design and delivery process. Conservation Officer regularly gathered to support any updates to approved scheme. It appears new planning applications not required but variations to be agreed. A new LBC application needed (you cannot vary LB consents.) i.e. to cover sprinkler tank change, lightening protection requirements continue to be under review. Ecologist and Construction Management plans focus to discharge ahead of start on site
Local schemes / dependencies	Other Towns & PfN Deal programme and projects. PAR from Riverfront to support reallocation of funds to the Guildhall. Wider BCKLWN work including update of Cultural Strategy and volunteering. Work with National Trust and Norfolk Museum Service regarding visitor trends

9. Approved Documents

	OBC [RIBA 0 Approval]	Client Brief [RIBA 1 Initiation]	Resource Brief	PID [RIBA 1 Gateway]	PID Update [RIBA 2 Gateway]	PID Update [RIBA 3 Gateway]	PID Update [RIBA 4 Design]	Final PID [pre-post tender]
Status:	✓	✓	-	✓	✓	✓	✓	✓
Date Approved:	24/06/22	21/12/22	-	21/12/22	30/11/23	09/07/24	28/03/25	7th & 17th July 2025
Approved by:	Cabinet	TF Prog Board	-	TF Prog Board	OMPB	Project Board	Town Board	Cabinet, Full Council Town Board,

Latest approved document: PID July 2025



Spend – Budget variance (Inc. Contingency)	Milestone Delivery RAG Status	Risk & Issue RAG status
R More than 10% over or under budget	R 13 weeks or more behind the critical path	R Need immediate attention
A Between 5% & 10% over or under budget	A 4 to 12 weeks behind the critical path	A Needs attention before next project review
G Within 5% of budget or less than £10k	G 4 to 12 weeks less behind the critical path	G Can be managed



P.21-12 Active & Clean Connectivity Project Highlight Report

Project Name:	Active & Clean Connectivity	Project Manager:	James Grant	Project Sponsor:	Duncan Hall	Report covers period of:	September 2026
Capital Code:	C9063/71609	Client Dept:	N/A	Lead Designer:	LCWIP – Norfolk County Council ATH – Morgan Sindall		
				Cost Consultant:	ATH – Andrew Morton Associates (AMA)		
Project Code:	P-21.12	End User (if applicable)	BCKLWN Commercial Services	Contractor on Site:	LCWIP –Norfolk County Council/Tarmac ATH – Morgan Sindall TBC		

Management Summary

	1.Overall Status	2.1 Risks	2.2. Issues	3.Financials	4.Timelines	5.Resources
This Report	A	A	A	G	R	G
Last Report	A	A	A	G	R	G

Project Strands Summary

	1. Overall Status	2.1 Risks	2.2. Issues	3. Financials	4.Timelines	5. Resources
Active Travel Hub Enterprise Park	A	R	A	A	R	G
Active Travel Hub Baker Lane	A	A	A	A	R	G
LCWIP Interventions	G	G	G	G	G	G
Active Travel Planning	G	G	G	G	G	G

Project Definition

Project Stage: ATH - RIBA 4 / Tender, LCWIP - Delivery, ATP – Partial completion / behavioural change

Objectives: To deliver the vision of promoting active travel as a safe and attractive modal option, reducing congestion and improving air quality.

Scope: The project will deliver a package of active and clean connectivity measures, including priority schemes identified through the Local Cycling and Walking Infrastructure Plan, the KLEP Active Travel Hub and associated works including access road, spoil heap and bridge removal elements, the Baker Lane Active Travel Hub, and the Active Travel Plan Fund revenue activity.

1. Overall Status (high-level summary)

Overall RAG Status remains AMBER.

- The Active Travel Hub programme is progressing through RIBA Stage 4, with current activity focused on finalising and executing the KLEP construction contract, completing mobilisation arrangements with Morgan Sindall, and preparing for the prospective November 2026 start of works.
- The pre-works meeting with Morgan Sindall has been held, and contract documentation is being developed for engrossment and execution alongside confirmation of CDM duties and agreement of contract wording.
- KLEP delivery remains the immediate focus. Work is progressing to discharge pre-commencement planning conditions, including confirmation of Public Open Spaces team requirements, to support readiness for construction.
- Baker Lane planning position:** Baker Lane remains a key programme pressure. Planning documents are being prepared for resubmission in October 2026, with determination currently forecast for February 2027.



- **Key risks and attention points:** Principal areas requiring continued project team attention are contract execution, KLEP mobilisation, discharge of pre-commencement conditions, Baker Lane resubmission, agreement of social value parameters, and the communications/marketing strategy to support user engagement following delivery.

1.1 Decisions required by the Neighbourhood Board

N/A

1.2 Achievements during this period

Active Travel Hubs

- Pre-works meeting held with Morgan Sindall, supporting progression from pre-construction into mobilisation and construction readiness for the KLEP Active Travel Hub.
- Contract documentation has continued to be developed for engrossment and execution, including refinement of contract wording and confirmation of CDM duties under the contract.
- Work has progressed to discharge KLEP pre-commencement planning conditions, including confirmation of Public Open Spaces team requirements to support the prospective November 2026 start of works.
- Baker Lane planning documents have been developed in preparation for the planning application resubmission in October 2026, alongside the review of programme implications arising from the revised planning timetable.
- Cost confirmation activity has continued for KLEP delivery and associated works, with further review between AMA and Morgan Sindall and agreement of social value parameters and communications/marketing activity identified as next steps.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber] – A risk something that may happen

Risk ID	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
2	Delay to planning determination resulting in adverse financial impacts.	Escalating project costs require adjustments to the project scope and deliverables. This may prevent the programme from achieving its intended outcomes and delivering the full projected benefits.	A	Financial	Baker Lane is being progressed for resubmission, with a revised programme being developed to accommodate planning timescales. Morgan Sindall is assessing the programme and cost implications, while Borough Council project officers continue to work with the contractor to discharge pre-commencement conditions at the KLEP site, helping to maintain delivery momentum and minimise overall programme impacts.	30/09/2026



10	Early Warning Notice from Morgan Sindal -Increased spoil removal costs	Supply chain delays and unresolved contract agreements may lead to a 20–30% increase in spoil removal costs, creating budget pressure and potential need to adjust scope or funding.	R	Financial	Review cost increases with the supply chain, benchmark against market rates, validate assumptions, explore re-tendering or renegotiation, consider value engineering options, assess material reuse opportunities, and optimise scope and logistics.	30/09/2026
11	Early Warning Notice from Morgan Sindal - Constraints on bridge removal timing	Environment Agency restrictions limit bridge removal between October and June, potentially impacting programme timelines and increasing costs.	R	Environment	Engage with the Environment Agency to review constraints, hold risk reduction discussions, agree costs and contract early, and progress works ahead of restricted periods where possible.	30/09/2026

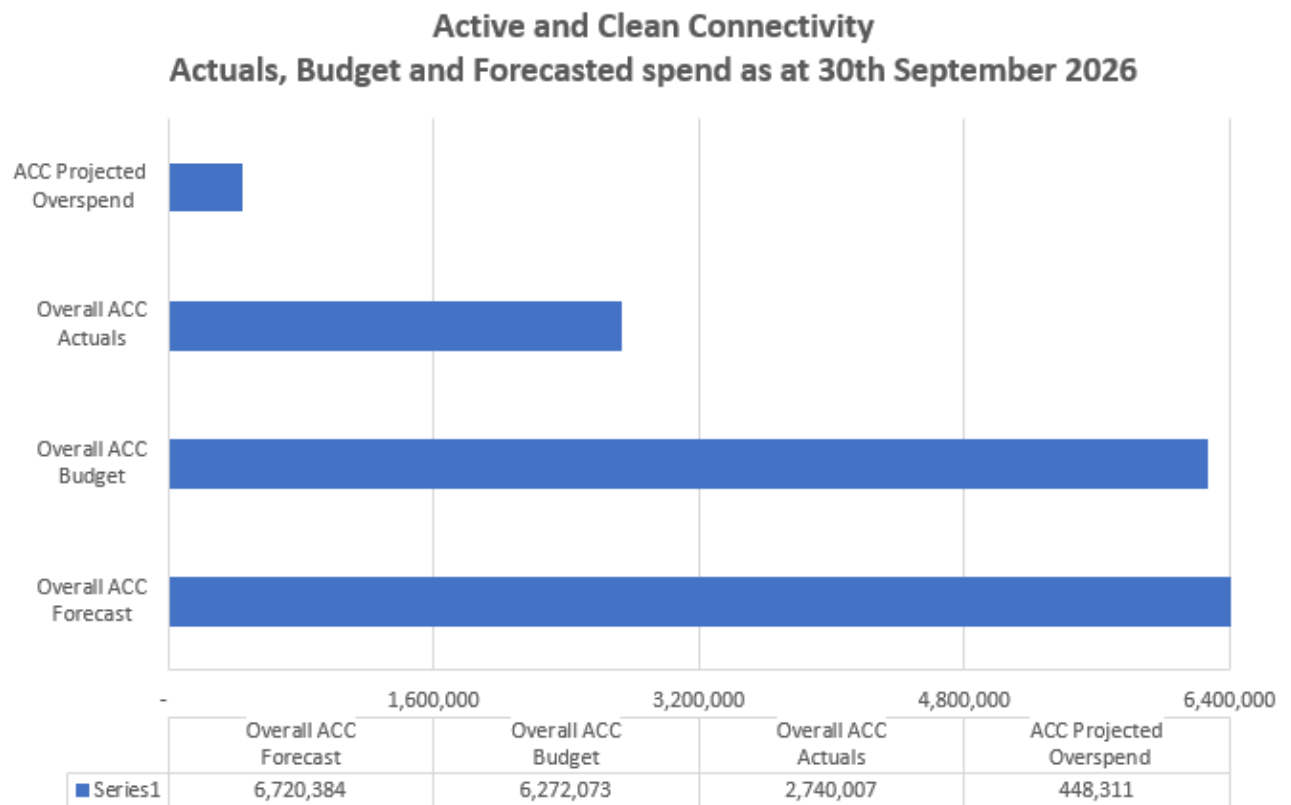
2.2 Key Issues [all red and increasing amber] – An issue something that has happened

Issue ID	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
12	Planning	Delays in the Baker Lane planning determination.	A	The project timeline must be extended to accommodate the delivery of the hub at this site. Increasing project costs due to this extension are requiring changes to the project scope and deliverables, threatening the programme's ability to achieve its full outcomes and benefits.	Morgan Sindall is finalising a pricing exercise to fully assess the financial and schedule impacts of this delay.	30/09/26

Note: further detail on Project Risks and Issues can be found in the Risks and Issues Log.



3. Project Financials



3.1 Financial Commentary

RAG rating status is currently GREEN following approval of Enterprise Zone cabinet paper of £0.6m funds for the ACC project.

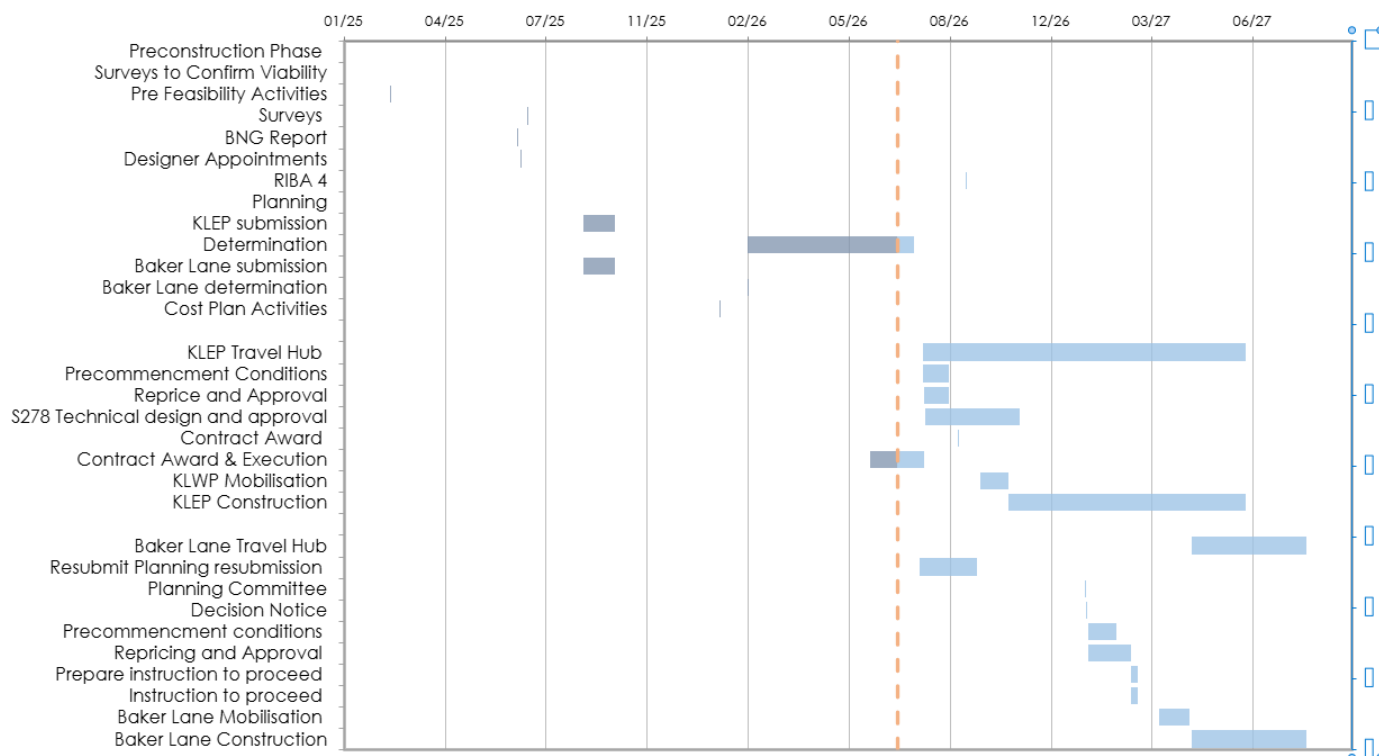
- Actuals to date from inception in 2021 to 30th September 2026 are £2.7m against an overall budget of £6.3m.
- Costs in 2026-27 are £0.14m to 30th September 26.
- There is an overall projected overspend of £0.45m, there has been planning delays, and this has pushed back the start date of the main contractor works and therefore the end date will move into 2027-28,
- The ACC £300k client contingency has not yet been utilised with unbudgeted costs also included costs for offsite credits, the drainage board and S278 cost agreement abortive costs.
- Active Travel Plans work is ongoing with CWA and QEH.

3.2 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change



4. Timelines – High Level Milestones



4.1 Timelines Commentary

The current timeline RAG rating is RED.

- The forecast contract award and execution date of 10 September 2026 was not achieved. During September, the contract documentation, remaining amendments and internal governance arrangements continued to be progressed. The September project contract award and execution was revised to 7 October 2026 and KLEP mobilisation to 8 October 2026, with construction forecast to commence in November 2026.
- A pre-start meeting with Morgan Sindall was Held this September to support mobilisation and construction readiness. Work also continued to discharge KLEP pre-commencement planning conditions.
- The Baker Lane planning application was not resubmitted in September. Planning documents were developed during the month, with resubmission moved to October 2026 and determination forecast for February 2027. Planning permission for the KLEP Active Travel Hub had already been granted by the Planning Committee on 29 July 2026, allowing the approved scheme to progress towards delivery.

5. Resources Commentary

Resources RAG rating maintains as GREEN due to the following:

- Pulse Project Management support of the Active Travel Hub element of the programme.
- James Grant (Corporate Projects) to chair programme meetings, collate reports, etc internally.
- Joshua Ojugo (Corporate Projects) undertaking Project Officer activities, working alongside Pulse.
- Morgan Sindall continue to progress the site investigation works regarding the ATH projects

6. Communications and Engagement

- During September, coordination with Morgan Sindall and the consultant team supported preparations for the KLEP pre-start meeting and mobilisation. The communications requirements for the construction phase, including stakeholder updates and future publicity opportunities, were identified for further development.



- Engagement relating to Baker Lane continued while the revised planning documents were being prepared. As the application was not resubmitted in September, liaison with KLBUG, operational stakeholders and relevant council teams was carried forward into October to support the planned resubmission.
- Agreement of the Active Travel Hubs communications and marketing approach, user-engagement activity and Morgan Sindall social value proposals remained actions for the next reporting period.
- Work with Norfolk County Council's communications team to showcase the completed LCWIP schemes remained in development.

7. Outputs and Outcomes

Outputs

Description	Target	Note
Total length of new cycle ways	3.555km	Following the stopping of Old Meadow Road, the project is now expected to deliver 0.44 km of new cycle ways.
Total length of pedestrian paths improved	5.601km	7.7 km delivered
Alternative fuel charging / re-fuelling points	6	
New out of town car parking spaces	50	
Cycle parking spaces	48	
New transport nodes with new multimodal connection points	2	

In addition to the outputs set out in the application the project has delivered 7 schemes to provide improved connectivity through improved crossing facilities and removal of barriers

Outcomes

Description	Notes
Improve affordability, convenience, reliability and sustainability of travel options to and from places of work and places of interest (especially shops and amenities)	
Reduce congestion within the town	

8. Other Matters

Item	Comment
General stage progress	ATH works are being progressed through RIBA Stage 4 by Morgan Sindall under the SCAPE framework. Current activity includes discharge of pre-commencement planning conditions, finalisation of contract and tender documentation, review of updated costs including delay-related matters, and mobilisation planning for KLEP. NCC delivering final LCWIP scheme in January 2026. Mobilityways delivery Travel Plans with QEH and CWA with potential to recruit additional workplaces. Option being explored if can also support delivery of ATHs.
Procurement progress	ATH – contract being progressed with Morgan Sindall via Scape Framework LCWIP – being progressed via NCC Highways Team and Service Term Contract Project Management & QS – Pulse Consult and Andrew Morton Associates appointed through Borough Councils PM and QS framework.
Proposed form of contract (e.g. JCT, NEC, Traditional, D&B)	ATH – Scape Framework NEC4 D&B, LCWIP – NCC Service Term Contract NEC4



9. Approved Documents

	OBC [RIBA 0 Approval]	Client Brief [RIBA 1 Initiation]	Resource Brief	PID [RIBA 1 Gateway]	PID Update [RIBA 2 Gateway]	PID Update [RIBA 3 Gateway]	PID Update [RIBA 4 Design)	Final PID [pre-post tender]
Status:	Nora ATH Baker Lane ✓	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane ✓	Nora ATH ✓ Baker Lane – Draft 1	ATH PID final Draft - 20.03.23	n/a
Date Approved:				NORA 31.01.22 Baker Lane 19.08.22	NORA 07.03.22 Baker Lane – RIBA combined	NORA 15.07.22 Baker Lane draft issued 16.12.22	Project board approval 20.03.23	
Approved by:	Project Board	Project Board	Project Board	Project Board	Project Board	Project Board	Project Board	

Last approved document: Various, see above

Spend – Budget variance (Inc. Contingency)		Milestone Delivery RAG Status		Risk & Issue RAG status	
R	More than 10% over or under budget	R	13 weeks or more behind the critical path	R	Need immediate attention
A	Between 5% & 10% over or under budget	A	4 to 12 weeks behind the critical path	A	Needs attention before next project review
G	Within 5% of budget or less than £10k	G	4 to 12 weeks less behind the critical path	G	Can be managed

P.21-14 Riverfront Regeneration Project Highlight Report							
Project Name:	Riverfront Regeneration	Project Manager	James Grant/Pulse	Project Sponsor:	Duncan Hall	Report covers period of:	August 2026
Capital Code:	C9066	Client Dept:	Regeneration	Lead Designer:	Another Kind Architects		
				Cost Consultant:	Andrew Morton Associates		
Project Code:	P.21-14	End User (if applicable)	n/a	Contractor on Site:	Dryside - E.N Suiters & Sons LTD Custom House – King and Company		

Management Summary						
	1.Overall Status	2.1 Risks	2.2. Issues	3.Financials	4.Timelines	5.Resources
This Report	G	A	A	G	G	G
Last Report	G	A	A	G	G	G

Project Definition
Project Stage: Custom House RIBA Stage 4 Detailed Design Dryside RIBA 5 Construction
Objectives: Development of the design to enable the Riverfront area to become an attractive destination space increasing footfall promoting day and nighttime use, facilitating events etc.
Scope: Renovation of the Custom House, improvements to King's Staithe Square, South Quay public realm and dry side facilities

1. Overall Status (high-level summary)
Overall RAG Status is GREEN. The project core delivery timelines are largely agreed, and key delivery risks are being actively managed and reduced. The project progression continues moving steadily in the right direction.
Dryside Facilities: Some snagging remains and Operational handover documents are being drafted, following meetings with internal departments. Anglian Water attended and resolved the issue with the blocked drains. Openreach attended site on 9th September to conduct a survey but are now insisting on an additional visit on the 14th October. A complaint has been raised, and this has been escalated to try and resolve sooner. Following this Broadband can be installed and final CCTV works carried out. Custom House: Scaffolding is nearly complete and work will begin next week on removing the roof tiles to allow for inspection and timber repairs to the roof structure and the cupola. Internally, work will begin on lifting the floorboards and strengthening of the joists and excavating in the basement for concrete foundations to carry the steels which will support the new lift. Hoardings have been painted and the Comms team have been on site to measure up for their print designs. Risks & Communications: FRAP due to be issued w/c 5th October. Newsletter due to be circulated next week.

1.1 Decisions required by the Neighbourhood Board
None

1.2 Achievements during this period
Dryside Facilities Progress: Works are complete, and building handed over Issues: An ongoing issue with Openreach remains. Awaiting visit from Openreach on 14th October to investigate the existing ONT and ensure the service is activated and brought into service. Operations: Internal decisions still needed to confirm responsibility and management, with the operational handover document being finalised.

Custom House

- **Contractor Update:** Scaffolding has reached the point where the roof has started to enclose the building. Internally, a secondary protective staircase has been constructed over the original, with foam protection installed over the balustrades, newel posts, and banisters. Ply boxings have also been constructed around the stone columns for protection and floor coverings have been removed.
- **Site Preparation:** Site hoarding is being painted ready for prints
- **Communications:** Second newsletter is due for circulation. ITV interview aired 1-2nd September

2. Risks and Issues

2.1 Key Risks [all red and increasing amber] – something that may happen

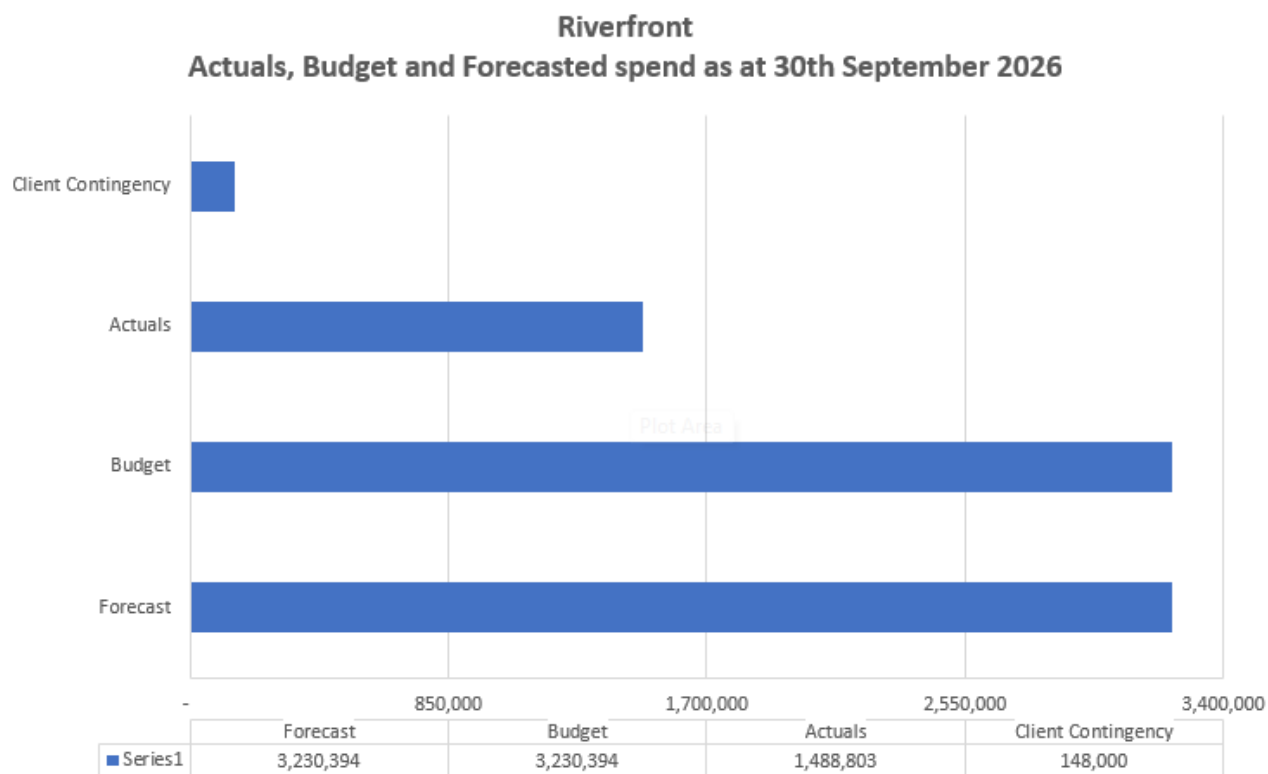
Risk ID (3/98)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
85	Delay due to Landowner Approval	Project at the Custom House may be delayed due to lack of prior approval from the building owner, impacting progress and potential delivery outcomes.		Stakeholder	Improve communication with the building owner, confirm key contact, provide regular updates, and arrange meetings including site visits to discuss planned works. <i>Update: Property services confirmed email being sent to owner and informed EA</i>	01/10/26
89	Lack of confirmed operational plan for the Custom House	Absence of long-term operational proposals may delay use of the building after project completion, limiting delivery of outcomes and affecting public perception.		Operations	Project team to work closely with the Alive Team to develop and confirm operational arrangements for the building. <i>Update: Operational use to be agreed by Alive. Development of operational planning ongoing.</i>	01/10/26
100	Issue with scaffolding being too close to building	Scaffold stop ends being too close to the building with minimal protect.		Operations	<i>SG monitoring weekly on site</i>	01/10/26

2.2 Key Issues [all red and increasing amber] – something that has happened

Issue ID 1/98	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
82	Launch of Dryside facility	Lack of awareness among stakeholders about the Dryside facility opening may lead to a poorly delivered launch event and reputational impact for the Council.		Reputation	Develop and implement a detailed event plan and assign clear responsibilities to project team members for delivery. <i>Once Openreach Issues resolved, plan launch event and comms campaign.</i>	01/10/26

				Meeting with CLT to discuss operational responsibility	
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3.1 Project Financials



3.2 Financial Commentary

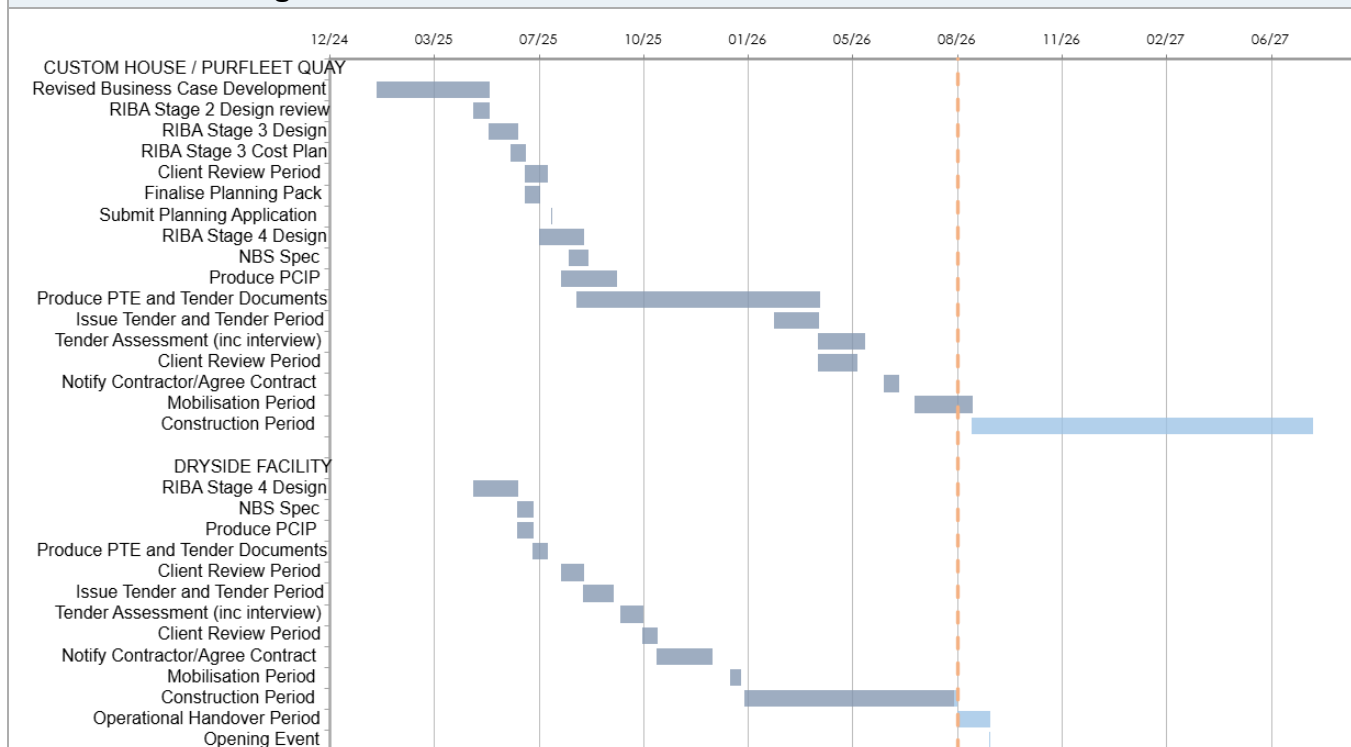
The financials RAG rating is GREEN

- Actuals to date are £1.5m against an overall forecasted projected costs of £3.2m and a budget of £3.2m
- The Riverfront Regeneration deficit vs forecast has been cleared reducing £63k of utilising main contractor contingency from £188k to £125k and c£152k of the £300k client contingency has been utilised, leaving £148k of client contingency remaining.
- The £152k contingency was used to cover the higher main contractor costs as well as the delay of main works commencing, causing additional project manager, quantity surveyor and other associated costs as the project will complete in early 2027-28 instead of 2026-27.

3.3 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change
N/A							

4. Timelines – High Level Milestones



4.1 Timelines Commentary

The Timeline RAG Rating is GREEN.

- The start date has been agreed and opening plans are underway.
- Project Schedule: The main contractor started on 24 August 2026 targeting completion by 16 July 2027.
- Dryside Opening: Date to be confirmed.

5. Resources Commentary

Resources RAG Rating is GREEN

- The Project is fully resourced.

6. Communications and Engagement

Custom House

- Communication strategy is in place, newsletters are being circulated updating residents and stakeholders of progress, hoarding print designs being finalised, special report included in Lynn News on 04.09.26

Dryside Facility

- Planning for the opening event and associated communications for the Dryside facility continues.

7. Outputs and Outcomes

Outputs

Description	Target	Full Scheme revised outputs, agreed by KLNB and BCKLWN Cabinet July 2024 and 2025
Amount of rehabilitated land	3000m2	
Number of sites cleared	1	
Number of public amenities / facilities created	1	
Number of historic landmarks and buildings refurbished	2	

Amount of floorspace (commercial, residential, industrial) created	4000m2	
Number of temporary FT jobs supported during project implementation	154	
Number of FTE jobs created and safeguarded	12.1	
Amount of public realm enhanced	7845m2	

7.2 Outcomes

Description	Target	Note
Remediation and development of abandoned site		
Upgraded historic landmark site		
Improved perception of place by residents, visitors & businesses		

8. Other Matters

Item	Comment
General stage progress	RIBA Stage 5 design complete. All consents required to commence works completed.
Procurement progress	Professional team: Architect Led Design Team: Anotherkind Architects Quantity Surveyor: Andrew Morton Associates Project Managers: Pulse Contract works: Dryside facilities, Custom House.
Proposed form of contract	JCT - a traditional contract for the Custom House and Dry Side facilities.
Proposed route to market	Use of Framework to be considered if required.
Surveys Status	Surveys carried out at Custom House, Devil's Alley (prior to pause of this element) and Dryside.
Stakeholder engagement (comms)	Stakeholder engagement strategy development in progress for the project including residents, businesses, and wider community.
Local schemes / dependencies	Project to align with Guildhall/Rail to River where possible for consistency of materials.

9. Approved Documents

	OBC [RIBA 0 Approval]	Client Brief [RIBA 1 Initiation]	Resource Brief	PID [RIBA 1 Gateway]	PID Update [RIBA 2 Gateway]	PID Update [RIBA 3 Gateway]	PID Update [RIBA 4 Design]	Final PID [pre-post tender]

Last Approved Document: PID Update March 2024

Spend – Budget variance (Inc. Contingency)		Milestone Delivery RAG Status		Risk & Issue RAG status	
R	More than 10% over or under budget	R	13 weeks or more behind the critical path	R	Need immediate attention
A	Between 5% & 10% over or under budget	A	4 to 12 weeks behind the critical path	A	Needs attention before next project review
G	Within 5% of budget or less than £10k	G	4 to 12 weeks less behind the critical path	G	Can be managed



P.21-15 Rail to River - Public Realm Project Highlight Report

Project Name:	Rail To River - Public Realm	Project Manager:	James Grant	Project Sponsor:	Duncan Hall	Report covers period of:	September 2026
Capital Code:	C9064	Client Dept:	Regeneration	Lead Designer:	-	Cost Consultant:	-
Project Code:	P-21.15	End User (if applicable):	n/a	Contractor on Site:	-		

Management Summary

	1.Overall Status	2.1 Risks	2.2. Issues	3.Financials	4.Timelines	5.Resources
This Report	G	A	A	G	A	A
Last Report	G	A	A	G	A	A

Project Definition

Project Stage: RIBA stage 6 handover.

RIBA stage 5 – manufacturing and construction (arch only)

Objectives: Improve public realm in the town centre to improve the pedestrian experience, removing clutter, creating consistent public realm experience

Scope: Rail to River route works include providing interventions such as pop-up facilities, art trail, fingerpost wayfinding, lighting, seating and planting.

1. Overall Status (high-level summary)

Overall RAG Status remains GREEN.

- Although Pop Up spaces were opened for hire in March 2025, promotional activity was temporarily halted due to street-level scaffolding restricting access. In the meantime, some interim community uses still took place. The Pop Ups are now available to hire once again.
- Artwork, seating, fingerposts, and a digital wayfinding sign have all been installed successfully.
- Fourteen trees, along with bespoke planters, have been installed across Purfleet Street, New Conduit Street, and Broad Street.
- Responsibility for managing the Pop Ups has transferred to the Operations Team, while the Marketing and Communications Team oversee the digital signage. The Project Officer for the project is currently supporting the Operations Team to relaunch, with a communications campaign. As at end of September, one of the four units is occupied by a retail sector business.
- The only remaining element is the Purfleet Street Arch. Progress was put on hold due to fire damage to the building where installation was intended, along with delays in securing the necessary licence. An options paper considering whether to proceed with installation or explore alternatives has been included in the Post Project Evaluation.

1.1 Decisions required by the Neighbourhood Board

- None

1.2 Achievements during this period

- Stakeholder Engagement:** Meeting with Boots estate team arranged for 06.10.26 to discuss signage
- Marketing & Branding:** Marketing material and digital assets are being updated to reflect 25% discount. Posters to be displayed on Pop Up units, updated press release and promotional campaign with refreshed copy once tenanted. Awaiting final proof from Graphics.

2. Risks and Issues

2.1 Key Risks [all red and increasing amber] A risk is something that may happen

Risk ID (1/23)	Risk Title	Description	RAG Status	Risk Category	Mitigation	Dated Comments
23	No response	Failure to get suitable responses to RfQ for	A	Low	Previous RfQ received sufficient responses suggesting artists are willing to quote for	01/10/26

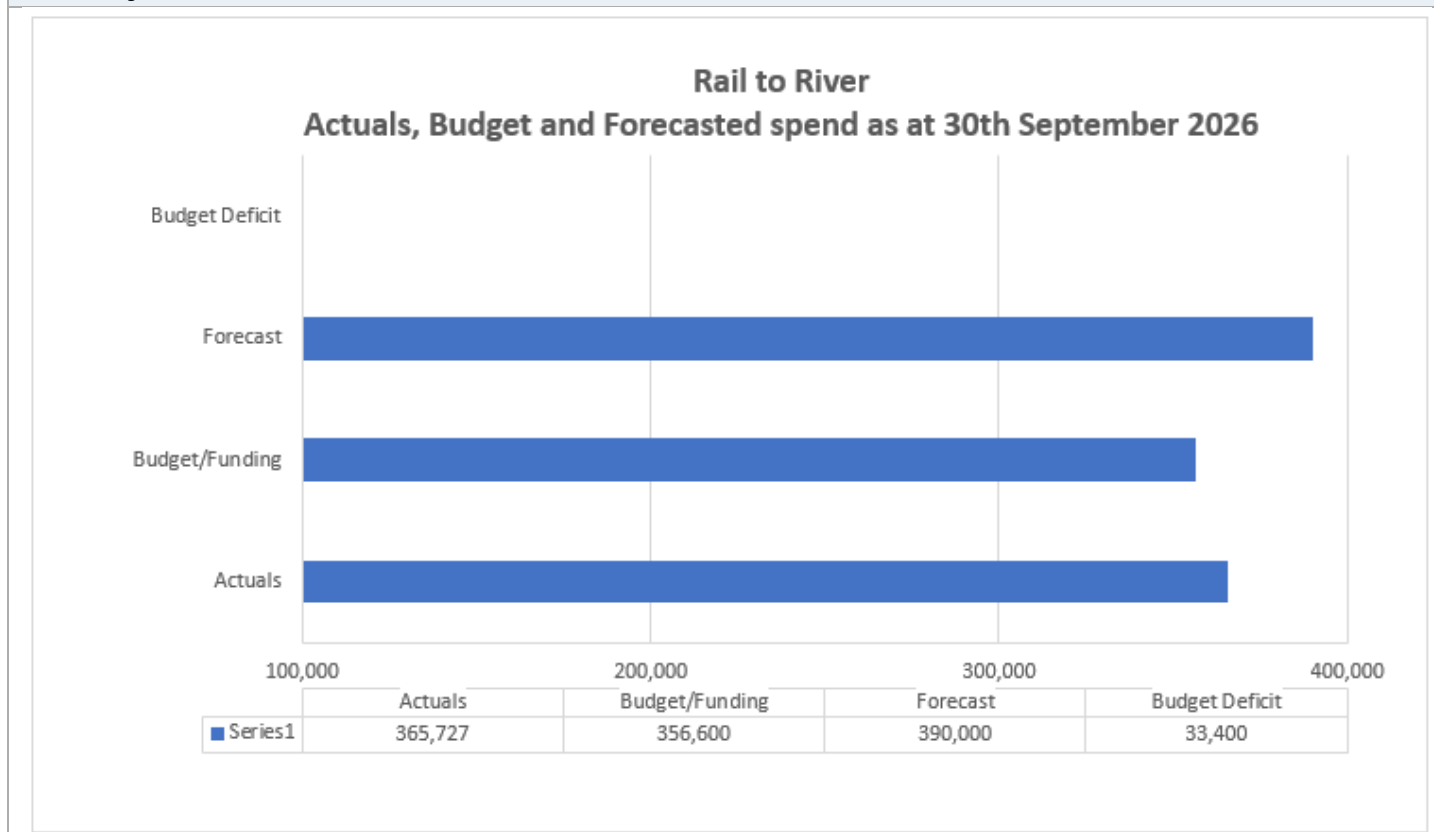


	or suitable responses to RfQ for Purfleet Street Arch	the Purfleet Street arch would result in this element of the project not taking place.			the work. Requirement for the arch to be hand forged is removed, widening the options for craftspeople to quote. Procurement of arch halted until permissions are sorted, therefore remains a possible project risk. <i>RFQ sent out pending meeting with Boots Estate team 06.10.26</i>	
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2.2 Key Issues [all red and increasing amber] – An issue is something that has happened

Issue ID (1/6)	Issue Title	Description	RAG Status	Issue Type	Resolution Plan	Dated Comments
5	Licence with Boots for Purfleet Street Arch	Licence still not being completed by Boots's solicitor.	A	Delay to programme	Issue remains to be resolved. Formal request to recover the legal fees from Boots has been sent and a holding response has been received. Explore potential alternatives in place of the arch. <i>Meeting arranged with Boots Estate for 06.10.26</i>	01/10/06

3.1 Project Financials



3.2 Financial Commentary

Overall RAG status remains GREEN

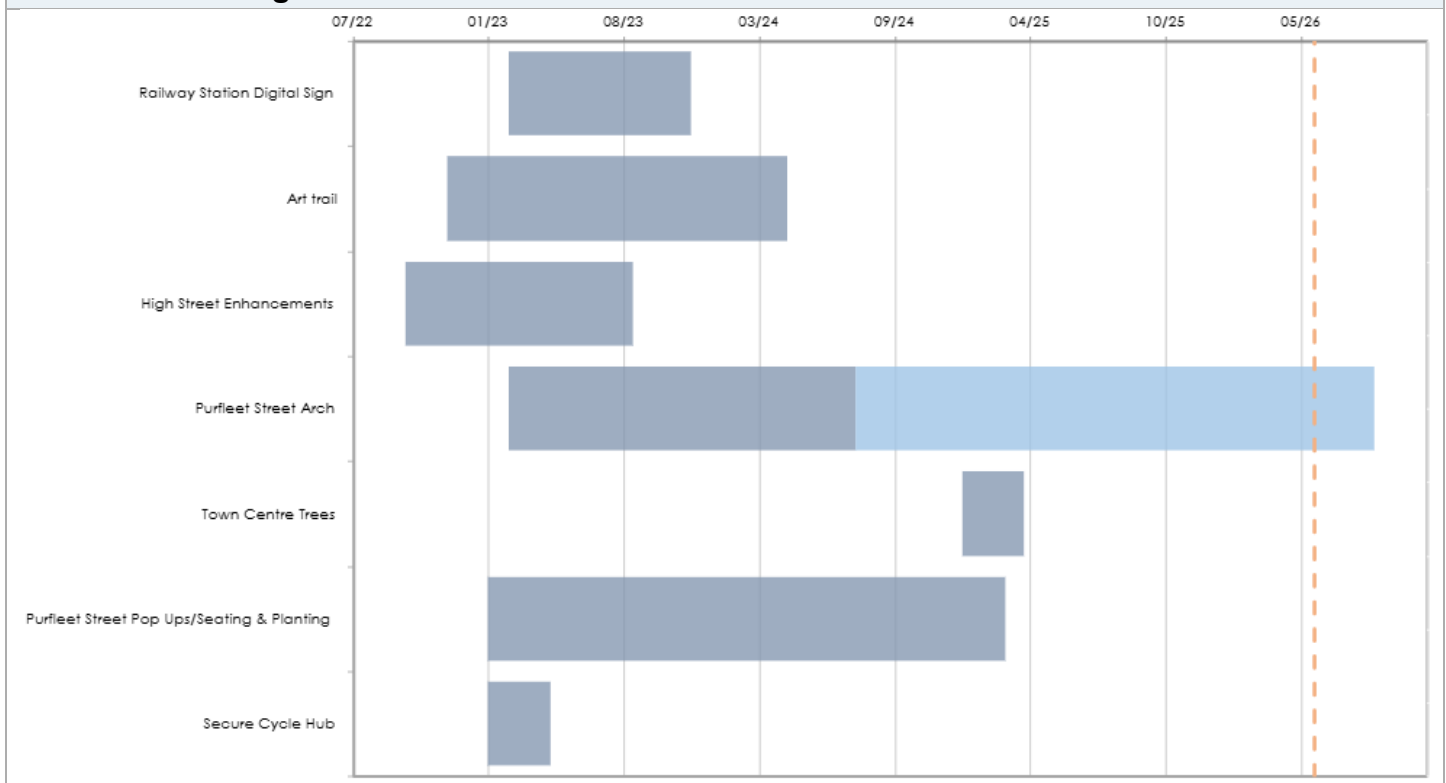


- Financials Actuals as at 30th September 2026 are £0.365m against a budget of £0.356m, at present the Arch has not been completed.
- Forecasted costs are £20k for the Arch at present
- The Deficit is £33k and forecasted costs are £0.39m.

3.3 Project Contingency and Change Control

Change Ref	Description	Cost Impact	Programme Impact	Other Impact	RAG Status	Approval given by	Date of change

4. Timelines – High Level Milestones



4.1 Timelines Commentary

Timelines currently RAG rated AMBER.

- The proposed Arch at Purfleet Street remains the only outstanding item.
- Procurement of the arch was paused due to the scaffold and ongoing issue with Boots not completing the licence for attachment. This delay does not affect funding timescales.
- All other items have been installed/completed.

5. Resources Commentary

The RAG Status for Resources currently rated AMBER.

- A secondment Project Officer is in post to cover the Project Officer's maternity leave.
- This reallocation of resource will be required to complete the arch/artwork element of the project, should a decision be made to proceed, and to support delivery through to project closure.

6. Communications and Engagement

- Pop Up Units relaunch underway by Ops & Commercial team, supported by Project Lead.
- 1 tenant has taken occupancy as of 14.09.26
- 2 more tenants are due to take occupancy by mid-October resulting in 3 out of the 4 pop ups being occupied.



7. Outputs and Outcomes

7.1 Outputs

Description	Target	Notes
Increased footfall in the town centre	5%	
Footfall counts	1	
Number of transport nodes with new multimodal connection points (cycle storage)	1350m2	
Amount of public realm improved m ²	5	
No of businesses supported	5+	4 pop up units supporting 6 businesses throughout the project.
No of trees planted	5	14 trees planted
Number of Finger post installations	30	29 installed
Number of artwork installations	3	Including archway, 2 currently installed.

7.2 Outcomes

Description	Notes
Increased footfall in the town centre	
Improve the accessibility and attractiveness of key routes	
Improve the perception of the place by residents, visitors and businesses	

8. Other Matters

Item	Comment
General stage progress	Design and installation: Railway Station Benches and planting – complete Digital Sign – complete Artwork x 2 – complete. Purfleet Street Arch – delayed. All planning and NCC licenses in place. Purfleet Street Pop Ups and street furniture installed. Utilities – water and electricity connections installed, issue with drainage resolved. Installed Cycle hub – complete. Purfleet Street planters- complete.
Procurement progress	Individual project elements; with in house co-ordination. Remaining orders to place – new Purfleet Street arch order.
Proposed form of contract (e.g., JCT, NEC, Traditional, D&B)	A variety of contracts will be used. In some cases, they are suppliers T&C's, in other they are on standard council terms. As we do not have a one stop shop approach, each element is procured independently, and the council is acting as the contractor.
Proposed route to market (e.g., IOTT, Framework i.e. DPS, HPCS, LCP)	Single source supply for digital sign, containers, steelwork cladding, and archway. Other - Invitations to Quote, Locally Advertised, and approved local contractors as per standing orders.
Legal progress	License to fix arch to Boots and Cashino buildings with legal. Flyover licenses with NCC for archway. Pitch licenses with NCC and Street trading licences for pop ups. Application for tables and seating required by NCC - complete. Application for planters on highway required by NCC complete.
Local schemes / dependencies	Licensing process for digital signage with Network Rail has conditional approval. Final information of as fitted drawing and fire stopping report needed from Hollywell to complete sign off- being sought from Hollywell.

9. Approved Documents

	OBC [RIBA 0 Approval]	Client Brief [RIBA 1 Initiation]	Resource Brief	PID [RIBA 1 Gateway]	PID Update [RIBA 2 Gateway]	PID Update [RIBA 3 Gateway]	PID Update [RIBA 4 Design]	Final PID [pre-post tender]
Status:	✓	✓	✓	✓	✓	✓		



Date Approved:	Jan 2022					Feb 2023		
Approved by:	KLTB					KLTB		

Latest approved document: PID November 2023

Spend – Budget variance (Inc. Contingency)		Milestone Delivery RAG Status		Risk & Issue RAG status	
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G	Within 5% of budget or less than £10k	G	4 to 12 weeks less behind the critical path	G	Can be managed

Major Projects Financial Summary 2026-27 Quarter Two

As at: 30th September 2026

Agenda Item 10

Summary of Projects

Full Project Actuals & Budget

**2026-27
Current Year
Budget**
to 30-Jun-26

**2026-27 Current Year
Actuals vs Budget**
Period:- 1st Apr-26-31st Mar-27

Forecasted Project Variance

Projects	Overall Actuals	Overall Budget	Budgeted Funds Remaining	CY 26-27 12 Month Budget	26-27 Budget to Sep-26	26-27 Actuals to Sep-26	26-27 Variance Over/(Under) Budget	Project Budget	Project Forecast at Sep-26	26-27 Deficit or (Under Budget / Housing Profit)
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Boost (£8k) & Towns Centre Repurposing (£480k)	488	488	-	-	-	-	-	488	488	-
Active Clean and Connectivity Travel Hub	60	88	28	37	5	(5)	-	88	88	-
Rail to River	366	357	(9)	-	-	-	-	357	390	33
Riverfront Regeneration	1,489	3,230	1,741	1,995	322	257	(65)	3,230	3,230	-
Active Clean and Connectivity	2,740	6,272	3,532	3,409	728	144	(584)	6,272	6,720	448
Kings Lynn Library	17,302	17,300	(2)	-	-	-	0	17,300	17,300	-
St George's Guildhall and Creative Hub	5,936	30,500	24,564	8,742	2,166	1,521	(645)	30,500	30,500	-
Programme Mgmt	521	514	(7)	-	-	6	6	514	626	112
Towns Fund Total	28,902	58,749	29,847	14,183	3,210	1,923	(1,287)	58,749	59,342	594
Styleman Court (Southend Road)	8,997	7,412	(1,585)	800	400	12	(388)	7,412	9,293	1,881
Salters Road	16,176	17,111	935	8	4	39	35	17,111	16,239	(872)
Valentine Park (Lynnport 1)	17,824	25,144	7,320	8,806	4,403	4,460	57	25,144	25,147	3
Florence Fields (Parkway)	47,013	56,067	9,054	15,983	7,991	7,641	(350)	56,067	59,047	2,980
Housing Total *	90,011	105,734	15,723	25,597	12,798	12,152	(646)	105,734	109,726	3,992
West Winch	1,432	1,180	(252)	-	-	(1)	1	1,180	1,468	288
NORA Remediation (£100k) Nora Phase 5 (£345k)	100	445	345	345	86	-	86	100	100	-
Southgates	556	630	74	73	-	-	-	630	630	-
KL Enterprise Zone - Western Access Road****	-	4,398	4,398	4,398	2,199	-	(2,199)	4,398	4,398	-
EZ Development of Spec Units - Phase 1**	7,332	7,332	(1)	-	-	1	1	7,332	7,332	-
Kings Lynn Enterprise Zone (NORA) **	12,578	12,578	-	-	-	1	1	12,578	TBA	TBA
Hunstanton Coastal Defence***	772	10,946	10,174	7,859	480	471	(9)	10,946	10,946	-
West Norfolk Racket & Community Sports Hub	-	2,200	2,200	2,200	-	-	-	2,200	2,200	-
Other Major Projects Total	22,770	39,709	14,739	14,875	2,765	471	(2,295)	37,164	24,874	288
Towns Fund Total	28,902	58,749	29,847	14,183	3,210	1,923	(1,287)	58,749	59,342	594
Housing Total ***	90,011	105,734	15,723	25,597	12,798	12,152	(646)	105,734	109,726	3,992
Other Major Projects Total	22,770	39,709	14,739	14,875	2,765	471	(2,295)	37,164	24,874	288
Grand Total	141,683	204,191	60,309	54,655	18,774	14,546	(4,228)	201,647	193,943	4,874

KEY	
Prior Year Actuals to 31st March 2026	PY
Current Year Actuals - Apr-26 to Mar-27	CY
Actuals lower than budget	(Under)
Actuals higher than budget	Over

Towns Deal Comments	
* Housing Comments	
** EZ / NORA	
*** Hunstanton Coastal	

Active Clean and Connectivity 26-27 YTD actuals are £0.58m behind against the 26-27 budget which is due to delays, the contract was signed on 6th October 2026 with the Council, main contractor works are due to start on site on the 9th November, when costs will be ramping up. A portion of the 26-27 costs will move into 27-28 due to the delayed start, in addition additional costs are due to planning delays which has impacted the start date, discussions with the main contractor has crystallised the loss which includes costs for Project delays, Compensation events, recosting and additional professional fee's as the project will complete later. The ACC Active Travel Hub £300k client contingency has not yet been utilised. Please be aware that the main contractor contract is a combined MS project which includes the KL Enterprise Zone, Western Access Road, Spoil Heap and Bridge removal project as above for £4.4m.
St Georges Guildhall and Creative Hub is overall on budget but 26-27 YTD actuals are behind by £0.65m against 26-27 budget which is due to reflect actual costs which have come through from the main contractor, the project management team are looking to better understand their forecasted cashflow across the remainder of the project so we can update the cash flow accordingly, at present the £8.7m 26-27 budget is forecasted to be £8m with the £0.7m moving into the 27-28 budget.
Riverfront Regeneration overall forecasted deficit vs forecast has been cleared by utilising £152k of the client contingency with £148k client contingency remaining.
Rail to River has a £33k deficit against the funded project budget and the forecasted costs, the deficit is in relation to higher consultancy costs and £20k forecasted for an Archway which the cost and type has not yet been confirmed.
Styleman Court (Southend Road) - Contracted Profit was £133k, primarily due to increased procurement costs due to COVID in 2020 Salters Road - Contracted Profit expected to be £409k, current forecasted profit is £872k further minor costs may adjust the profit marginally Valentine Park (Lynnport 1) - Original contracted loss of £432k at inception of project, the loss has reduced to £3k due to Procurement as costs more streamlined reducing original anticipated costs from sub contractors, Florence Fields (Parkway) - The latest appraisal shows a £1m increase in the deficit from £1.92m to £2.98m, in the deterioration in viability, although much of this reflects improved cost certainty and a more transparent presentation of existing risks rather than entirely new costs. The main driver is the inclusion of the fixed price allowance impact (£647k), reflecting construction cost inflation that has materialised without the corresponding sales value growth assumed in the original appraisal. A further £216k relates to a more realistic assessment of void and holding costs, with £159k arising from tenure changes and the reconciliation of historic data differences. Together these account for the vast majority of the movement in the forecast deficit. Whilst the forecast deficit has increased to £2.98m, the scheme started with an anticipated deficit of £1.34m, meaning the overall deterioration over three years is approximately £1.64m (around £7,250 per plot). We are working with Lovell to improve future reporting, including clearer cost assumptions, sensitivity analysis and enhanced visibility of the key risks and opportunities affecting the final outturn position.
EZ Budgets to be confirmed, actuals used as a placeholder
Hunstanton Coastal - A funding claim will be submitted with the Environmental Agency (EA) for GIA (Grant in Aid) funding, funding is upto 90% of eligible costs of the project, total project costs are estimated to be circa £46.9m and funded costs total £10.9m relating to £8.2m from BCKLWN and £2.78m from the 26-27 approved CIL allocation, these costs are primarily for immediate 25-26 and 26-27 emergency works (rock armour etc.). Additional funding will be applied for in 26-27 from the Environment Agency Grant in Aid.

A CULTURAL LANDMARK REBORN

St George's Guildhall & Creative Hub

Preserving the past. Embracing the arts.
Investing in King's Lynn's future.

ST. GEORGES GUILDHALL UPDATE

MEMBER MAJOR PROJECT BOARD
4 NOVEMBER 2026

Guildhall Update November MMPB 2026

Agenda

Welcome & Introduction

Update on progress

Key strategic aspects of the scheme.

65

- 1. Capital Works**
- 2. Site Progress**
- 3. Fundraising**
- 4. Engagement & Activities**
- 5. Communications Strategy/ Activity Update**
- 6. Vision & Business Plan narrative**
- 7. Next steps & Key Focus**
- 8. Questions**

1.Capital Works



1. Capital Works - Project Progress

Main Contractor Messenger BCR - 11 months into contract Nov 2025 – Jun 2028

Winter 25 - Spring 2026

- Demolitions (Shakespeare Barn)
- Asbestos removal
- Scaffold build across site
- Historic timber roofs, floors, removed as scoped
- Repairs starting to Guildhall, Red Barn
- Scaffold licenses with various neighbours signed/ access underway
- King Street external highways scheme submission for planning

Summer - Autumn 2026

- Groundworks
- New footings, door/ window openings to various locations.
- Brick work and repairs underway.
- Roof tiles to Guildhall starting
- Crown Post Truss install
- Heating and Electrical designs continue, including how the Theatre will support the Shakespeare Visitor Experience design.
- Archaeological excavations to lift pit

1. Capital Works - Project Progress

Commercial Update

- Actuals as of 30th September 2026 are £5.9m, within the current budget of £30.5m.
- Actual spend primarily relates to professional and consulting costs, including project management, quantity surveyor, and architect costs.
- Main contractor costs to date are £2.2m.
- £15.1m funding is secured (of £30.5m), including the £2.5m PiP award.
- £15.4m is the current funding requirement.

Social Value

- Messenger have already exceeded their local economy spend target.
- Engagement Schools/CWA & site Apprentice(s) underway.
- Construction & Design Team employing c.145 people across the project - ahead of target.

IMPACT AT A GLANCE

Social Value & Construction Activity

MCL Local Spend	
Scaffolding	£300,000
Demolition	£75,000
Roofing	£300,000
Structural Steel	£250,000
Groundworks, civils, general building work	£1,150,000
Guttering/ Roofing material	£55,000
Plastering & Dry Lining	£400,000
Total	£2,530,000



145
Jobs Created

SV TARGET £2.5 million

ACHIEVED £2,530,000

£30K OVER target

Social Value Goals Committed in Tender	
Goal	Achieved – Y/N
Apprenticeship	1/2
Heritage Session	1/2
Work Experience	Targeted 2027
Hardhat Tours	Targeted 2027
Hands on Heritage Demonstrations	Targeted 2027
Leave your mark in History	Targeted 2027

2. Site Progress

70



2. Site Progress – Summer/ Early Autumn 2026



2. Site Progress – Summer/ Early Autumn 2026



2. Site Progress - Summer Early Autumn 2026



2. Site Progress - Summer / Early Autumn 2026



3. Fundraising

75



3. Fundraising Update

Cause 4 - Funding Consultants

- Prior to the engagement of Cause 4 fundraising consultants the project team were successful in securing in excess of c.£1.5M.
- Cause 4 appointed after successful tender exercise.
- Detailed activity updates reported now monthly into overall Programme.
- New application opportunities continually being progressed.
- Arts Council England advised BC to complete full application end October. Access Improvements opportunities.
- These awards rely upon years of building trust and many hours of cultivating positive views about the opportunities in our region.

96

4. Engagement & Activities

77



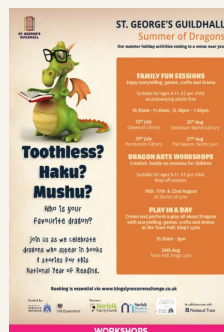
4. Engagement & Activities Update

Family Fun Sessions

- Story Telling, games, crafts, and drama at various locations around the Borough during July and August.
- Sessions in Hunstanton, Downham, Gaywood and North Lynn.
- 50% of sessions are in areas of high socio-economic challenge.
- Committed to delivering access and activities in traditionally hard to reach communities.
- Uptake for activities in these areas has been high, with previous sessions being oversubscribed.

Dragon Arts Workshops

- Creative hands-on sessions for children exploring their favourite dragon.
- The town wide Dragon festival returns on the 7th Nov.



Armin Festival

- Schools' festival held on the 17th Sept. Celebrating Robert Armin

Schools and Visitors to Number 29 King Street.

- Visits to Schools reached over 800 children.
- Minster (end of term play) attracted 200 young people.
- Visitors to No29 King Street as of 24 August 2026 2,751 so far this year.

Heritage Open Day 13 September 2026

- 1,059 members of the public throughout the day
- Collaboration with our contractors Messenger to facilitate this safely

5. Communications Strategy & Activity Update



5. Communications Strategy Update

Objectives

- **Engage the whole community** positively on the St George's Guildhall and Creative Hub project
- **Highlight the value and opportunities the Guildhall project will bring for all** – new facilities, jobs, business, economy, heritage, creativity, learning, sustainability
- **Demonstrate visible progress** across whole site
- **Support fundraising activities** – raise awareness, ensure funders feel involved/ownership.
- **Balance need for people to understand this locally** as a council-led partnership project, while allowing flex for national fundraising efforts.
- **Maintaining the visibility of the Guildhall brand** for future operations

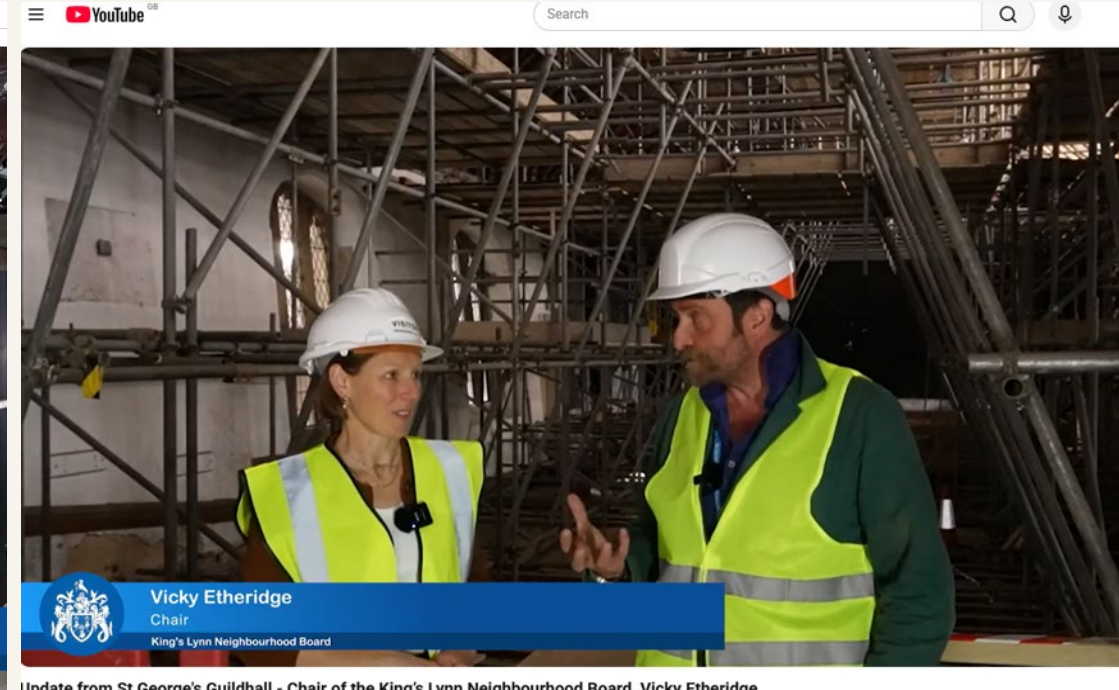
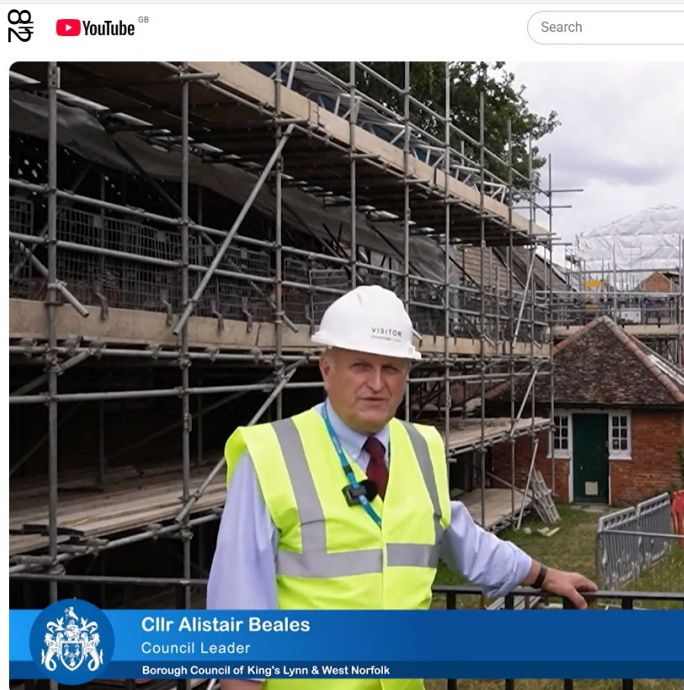
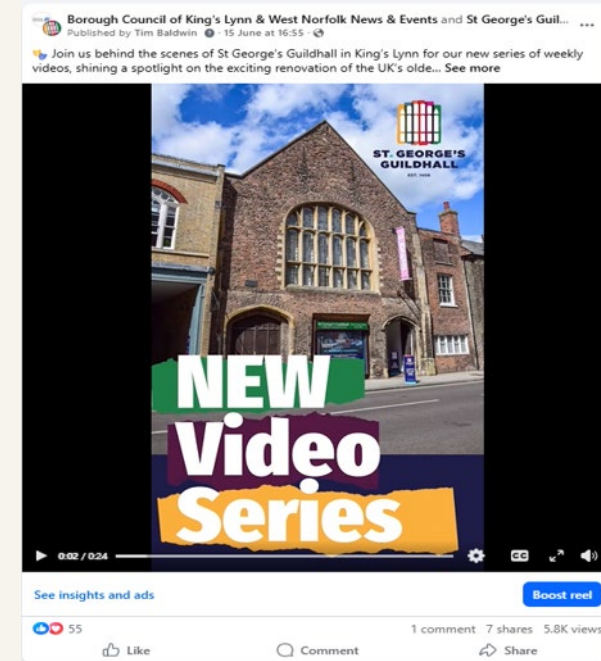
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5. Communications Strategy Update

- **Regular multi-channel communications activity** related to on-site activities, making the most of opportunities for proactive, positive engagement with stakeholder groups
- **Highlight ongoing** conservation, Set-piece PR/news “stories”, Operationally important comms, Site visits for key stakeholder groups.
- **Dual approach** to maximise the opportunities presented by the Project
- Cover and focus on two primary areas of activity
 1. **National/ International** opportunities, demands and stakeholders
 2. **Regional/ Local** opportunities, demands and stakeholders
- **Collectively** those aspects that will share and exploit the same respective content

5. Communications Strategy Update

- Social media Updates – create/maintain excitement locally
- Visually demonstrate on-site progress
- Topics now covered by much wider group of interviewers.
- Forward Plan calendar



35,827

Combined views

35,000

Facebook views

827

YouTube views

12,200

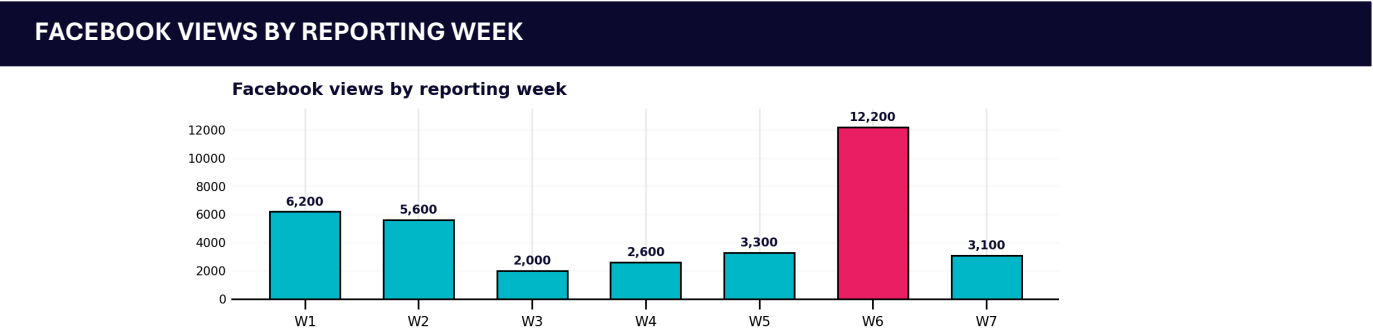
Top video views

KEY INSIGHT

Facebook delivered over 42x the recorded YouTube views.

PERFORMANCE OVERVIEW

- Across seven videos, **Facebook** generated **35,000 views**, representing **97.7%** of the **35,827 combined total**.
- Week 6, featuring **Shakespeare Barn video 1**, was the **strongest performer** with **12,200 Facebook views**.
- On **YouTube**, **Weeks 1, 2 and 3** jointly **achieved** the highest recorded result at **166 views** each.



WEEKLY DETAIL			
Week	Video subject	YouTube	Facebook
1	Introduction with Cllr Ring	166	6,200
2	Guildhall roof update	166	5,600
3	White Barn archaeology	166	2,000
4	Red Barn roof	68	2,600
5	Cllr Beales first video	92	3,300
6	Shakespeare Barn video 1	115	12,200
7	Vicky Etheridge	54	3,100

RECOMMENDED REPORTING APPROACH

1

LEAD MEASURE

Report Facebook and YouTube separately, using Facebook as the lead reach measure.

2

CONSISTENCY

Record results after the same number of live days to support fair comparison.

3

DEEPER INSIGHT

Add reactions, comments, shares, viewing duration and link activity where available.

5. Communications Strategy Update

Monthly Newsletters

- Monthly construction e-newsletter 5 out now and shared with key stakeholders
- Regular updates to demonstrate on-site progress
- Shared to councillors, CLT, KL Neighbourhood Board, CIO, project partners, officer team, volunteers
- Branded template
- E-newsletter will also provide some photo content for social media updates for the wider public
- Some content will be included in Your News (residents) and Our News (for staff)



October 2026 – Newsletter 5

Welcome to our October newsletter. This month, we shine a spotlight on some of the conservation works taking place within this remarkable Grade I listed building, continuing the restoration journey and preserving the site's rich heritage which remains at the heart of everything we do.

Restoration of the building's historic brickwork is continuing to make steady progress, with skilled craftspeople carefully repairing areas that have weathered over many centuries. As a Grade I listed building, preserving as much of the original fabric as possible is at the heart of the approach, ensuring that the character and craftsmanship that make the building so special are retained for future generations.

A key part of the work has been the careful selection of materials. Where bricks are beyond repair, replacements are chosen to closely match the original in colour, texture and size, helping to maintain the building's historic appearance. Traditional lime mortar has also been selected to match the original mortar wherever possible, helping to maintain the building's historic character while allowing the brickwork to perform as intended

The combination of specialist conservation skills and carefully sourced materials will help ensure St Georges Guildhall remains a source of pride for the community for many years to come



6. Vision & Business Plan Narrative



6. Vision & Narrative Update

Vision Paper – Restated

ST GEORGE'S GUILDHALL & CREATIVE HUB

Vision

To establish St George's Guildhall and surrounding site as one of the UK's most distinctive heritage and cultural destinations – a living theatre, creative hub and community asset where 600 years of history inspires creativity, learning, enterprise and pride in King's Lynn, attracting local people and visitors from across the world. At its heart is the UK's oldest working theatre which is the last theatre left in which Shakespeare performed.

This will allow the site to become a globally recognised cultural destination where heritage, creativity and community come together to celebrate the past, inspire the present and shape the future of King's Lynn.

Delivering the Vision

The operation of St George's Guildhall and Creative Hub will be creatively led and run by a charity.

It is built around three principles for creating a successful and sustainable cultural destination.

- 1 **A Vibrant Culture and Heritage Destination** – St George's Guildhall and Creative Hub will offer people multiple reasons to come to the site, from paid-for heritage and performance experiences to free exhibitions, site-wide interpretation, and educational programmes and attractive creative business studios and retail spaces, food and beverage offer - animating the site day and night.
- 2 **A Globally Significant Identity** – In the town where Shakespeare's comedian Robert Armin was born; this site will be only place in the world where you can take an immersive tour across the boards of an active theatre where Shakespeare and his company performed, watch a performance and experience 600 years of theatrical, royal and social history in one building.
- 3 **A Resilient, Diversified and Flexible Model** – Balancing diverse revenue generating activities that embed flexibility into the business model, allowing the operation to respond to demand and circumstances aided by spaces that are designed to be flexible and easily repurposed which are in line with the charitable purposes of the Charity¹.

Narrative Support



6. Outputs

“One of the UK’s most distinctive heritage and cultural destinations: A living theatre, creative hub and community asset”

- **34 permanent FTE jobs created.**
- **8 improved cultural facilities.**
- **10 heritage buildings renovated or restored**, safeguarding important local assets.
- **6 derelict buildings brought back into use.**
- **10,300 capacity for new or improved training and education facilities.**
- **50 enterprises supported**, helping local businesses to develop and grow.
- **60 potential entrepreneurs supported to become enterprise-ready**, encouraging new business activity.
- **1,572m² of parks, green space and outdoor areas improved.**
- **825m² of new office space created**, resulting in 11-14 flexible creative business spaces.
- **Footfall output increased from 900% to 1,680%**, significantly strengthening the scheme’s anticipated impact on activity in the area.
- **NEW: 350m² of King Street public realm improvements**, subject to planning.
- **55 temporary full-time jobs supported during delivery**, alongside the longer-term employment benefits.

IMPACT AT A GLANCE – CREATE

A cultural investment with measurable reach

Projected outcomes combine economic value, participation and creative opportunity.

£30.8m

projected economic benefit

117

jobs supported or created

c.70,000

annual visitors on average

200

theatre performances
each year

175

additional annual events

50–60

entrepreneurs &
anchor staff supported



Access, learning & participation for all designed in

1

STEP-FREE ACCESS

New lifts and level routes to key public and performance spaces.

3

Schools, workshops, evening classes, volunteering and summer schools.

2

INCLUSIVE FACILITIES

Improved wayfinding, acoustics, toilets and Changing Places provision.

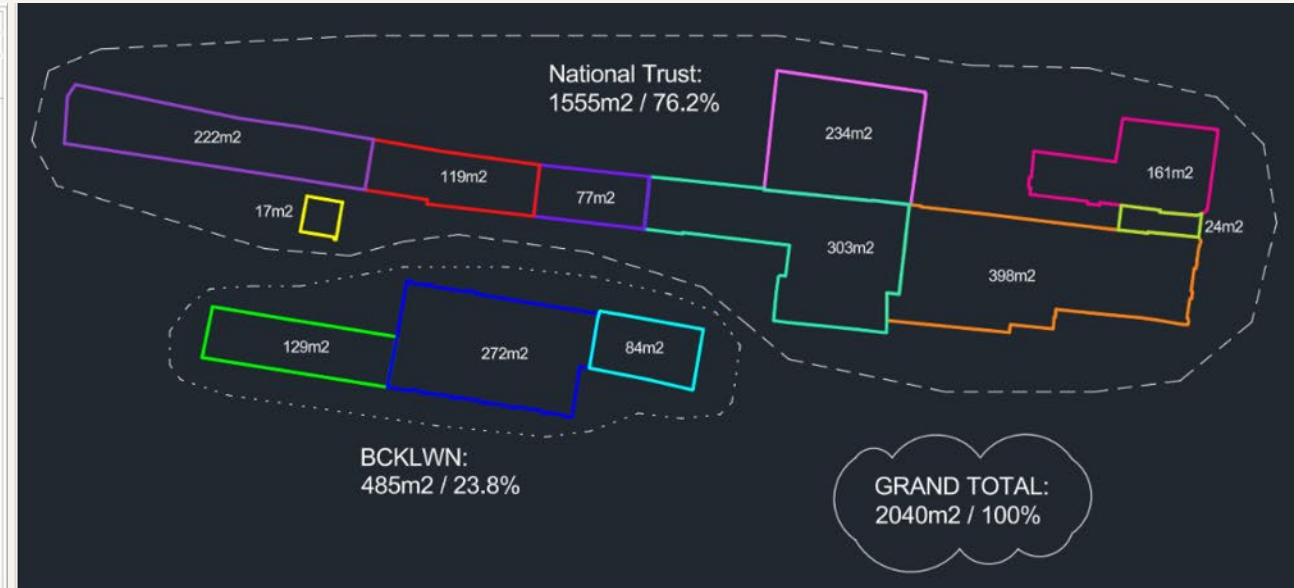
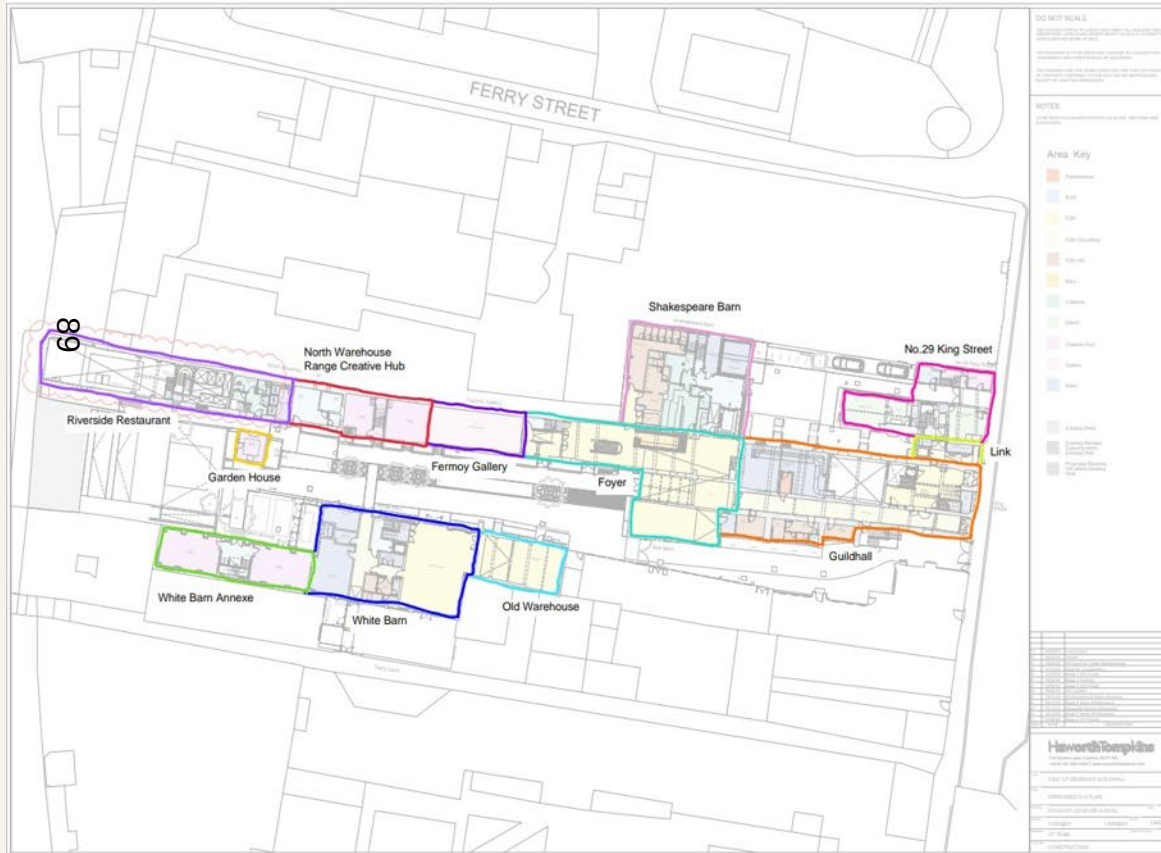
4

COMMUNITY PARTICIPATION

A particular focus on reducing barriers in socio-economically challenged areas.

Figures are drawn from the vision paper and should be presented with the supporting business case and latest funding position.

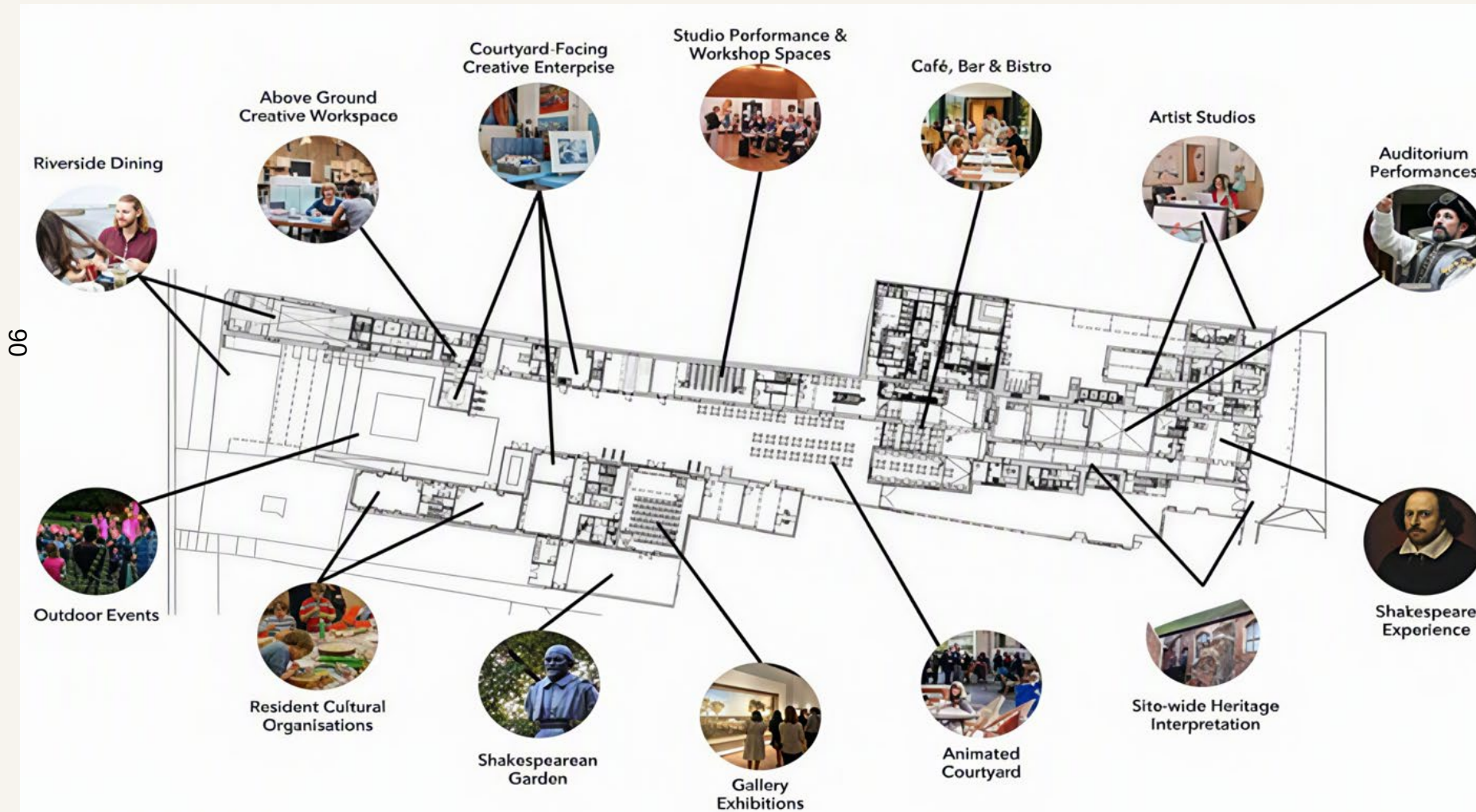
6. The Scale of the project



Organisation	Buildings Included	M2 Measurement	% of Site
National Trust	Buildings sited within boundary	1555m²	76.2%
BCKLWN	Buildings sited within boundary	485m²	23.8%
Total	All buildings	2040m²	

6. Multiple reasons to visit, return, and stay longer.

A balanced mix of culture, heritage, learning, enterprise and hospitality.



7. Next Steps

91



7. New Recruit – Operations Director.

JOB OPPORTUNITY - BE PART OF THE GUILDHALL’S LEGACY



Robin Lowls, Development Director

As Development Director, I have the privilege of leading the team through the next chapter of the remarkable story of St George’s Guildhall. Together with an exceptional team spanning construction, creative direction and programme delivery we are preparing this world-class venue for an exciting new future.

To support the next phase of the programme, we would like to share the exciting news that we are about to go out for the recruitment of a dedicated **Operations Director** to join our team and play a pivotal role in bringing this nationally significant cultural destination to life. This is a

fantastic opportunity to provide strategic leadership for the operational requirements of **St George’s Guildhall & Creative Hub**, ensuring its successful establishment and the long-term sustainability of this nationally significant cultural heritage and creative destination.

If you are passionate about culture, heritage and creating a legacy for future generations, we would love to hear from you.

Interested? Details of the role will be published in October on the Borough Council of King’s Lynn and West Norfolk and St Georges Guildhall websites.

Borough Council of
King’s Lynn & West Norfolk

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Home > Jobs, careers and work experience > **Operations Director, St George’s Guildhall and Creative Hub**

Operations Director, St George’s Guildhall and Creative Hub

Operations Director

St George’s Guildhall and Creative Hub

Become our Operations Director for St George's Guildhall and Creative Hub

For an ambitious leader from the heritage, arts or cultural sector, we have a rare and exceptional opportunity to help bring one of the UK’s most extraordinary historic places back to life as a leading international heritage and cultural destination.

We are seeking an outstanding Operations Director to join our team for St George’s Guildhall and Creative Hub in King’s Lynn, as it moves towards reopening in autumn 2028, following a major programme of restoration and renewal led by the Borough Council of King’s Lynn and West Norfolk.

In this section

- 1. **Operations Director, St George’s Guildhall and Creative Hub** (you are here)
- 2. St George’s Guildhall and our exciting vision
- 3. Discover the Operations Director role
- 4. St George’s Guildhall- a unique Shakespearean history
- 5. Living and working in King’s Lynn and West Norfolk

Related pages

- Current vacancies
- Employment monitoring



7. Next Steps - Key Focus

- **Continue to embed Programme Governance.** Roles, resources way of working.
- **Project Vision and Business Plan.** Restated, shared and used to support stakeholders engagement.
- **Complex Construction Project.** Discovery, lead time, archaeology & impact.
- **Master Cost/ Budget.** Continue monitoring latest assumptions.
- **Fundraising.** Support delivery of strategy.
- **Operational Readiness.** Planning Workshops continue.
- **Master Programming (3 Phases)** . Contract. Operational Fitout Out, & Launch.
- **Operations Director** in post

8. Questions?



Member Major Projects Board meeting – 4th November 2026

Housing Developments Steering Group – update

Update as at end October 2026

Since the last update to the Member Major Project Board, the Housing Development Steering Group has met formally in October. The main area of focus continues to be:

Governance, reporting and assurance

- Reviewing the Major Housing Programme Highlight Reports and receiving updates from the Principal Project Manager along with Strategic Housing colleagues.
- Governance around property disposals and sales releases remains under review

Programme delivery and key risks

- Delivery progress continues with an improved forecasted financial position at Valentine Park.
- Sales rates remain a discussion point for the group with various strategies and approaches discussed and implemented.

Styleman Court and tenure strategy

- Styleman Court, Hunstanton, remains a focus for the group, with 1 Shared ownership property sold and another awaiting completion. Affordable rental units had been added to the Homechoice bidding system and will be allocated shortly.
- When considering tenure changes, Steering Group members continue to weigh financial costs against social value, occupation risk and future flexibility.

Data

- A housing delivery plots dashboard has been developed and continues to be reviewed with improvements being made

Duncan Hall, Assistant Director, Regeneration, Housing & Place

OFFICER MAJOR PROJECTS BOARD MEETING NOTES

Borough Council of
**King's Lynn &
West Norfolk**



Date: 15 October 2026			Location: Via MS Teams		
Time: 09:30			Chair: Michelle Drewery (MD),		
Board Attendees					
Michelle Drewery (MD)	Carl Holland (CH)	James Arrandale (JA)			
Optional Attendees					
Vanessa Dunmall (VAD)	Louise Gayton (LG)	James Grant (JG)			

1.	Apologies:	
2.	Action Log The Board reviewed the OMPB Action Log.	
3.	Notes from the previous meeting Notes from the previous OMPB meeting were agreed.	
4.	Project Highlight Reports Project Highlight Reports covering Q2 2026/27 as follows were reviewed: a. P-25.08 Hunstanton Coastal Defence Works • Report agreed. Risks and Resources were discussed and noted. b. P-26.04 West Norfolk Racket & Community Sports Hub • Report agreed although it was noted that this is a very new project in its early stages. The Board asked for some further clarity around risks and finance. The Board noted that • Project Highlight Reports covering Town Deal projects for June 2026 were reviewed and agreed at the Town Deal Programme Board held on 14.10.2026. • The Major Housing Programme Highlight Report to end of Q2 was reviewed and agreed at the Housing Developments Steering Group held on 14.10.2026.	
5.	Q2 Financial Report The Board reviewed the report and JG attended to provide some specific updates around the Major Housing Programme Finances	
6.	Agenda items for the MMPB meeting to be held on 04.11.2026 Noted. <u>Standing items:</u> - Action log - OMPB minutes (for information) - Overview report for projects (taken from overall summary sections) - Project Highlight reports – covering Q2 2026/27 (as agreed at item 4) - Major Projects Financial Summary - Update report from the Housing Developments Steering Group	

OFFICER MAJOR PROJECTS BOARD MEETING NOTES

Borough Council of
**King's Lynn &
West Norfolk**



	<u>Other items:</u> - Styleman Court Post Project Evaluation - West Winch Growth Area - Guildhall update <u>Items to be programmed:</u> - West Norfolk Racket & Community Sports Hub Deep Dive	
7.	AOB	
	Date of next meeting: Thursday 21 January 2027 @ 9.30am	

MEMBER MAJOR PROJECTS BOARD WORK PROGRAMME 2026 – 2027

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	Deadline for receipt of reports	Date Agenda Published
11 th May 2026				30 th May 2026	1 st May 2026
	Salters Road Post Project Evaluation	Update	James Grant		
	Update report from the Housing Developments Steering Group	Standing item	James Grant		
	Major Projects Financial Summary 2025 – 2026 Q4	Standing Item	Carl Holland		
8 th	Action Log	Standing Item	Vanessa Dunmall		
	Project Highlight Reports including the Overview Report	Standing Item	Duncan Hall		
	OMPB Minutes	For Information			
9 th October 2026				30 th September 2026	1 st October 2026

	Major Projects Financial Summary 2026 – 2027 Q1	Standing Item	Carl Holland		
	Deep Dive Presentation on Hunstanton Coastal Defence Project	Presentation	Stuart Ashworth		
	Update report from the Housing Developments Steering Group	Standing item	Duncan Hall		
69	Action Log	Standing Item	Vanessa Dunmall		
	Project Highlight Reports including the Overview Report	Standing Item	Duncan Hall		
	OMPB Minutes	For Information			
4 th November 2026				26 th October 2026	27 th October 2026
	Update report from the Housing Developments Steering Group	Standing item	Duncan Hall		

	Major Projects Financial Summary 2026 – 2027 Q2	Standing Item	Carl Holland		
	West Winch Update	Update	Nikki Patton David Alfrey		
	Guildhall Update	Update	Robin Lewis		
	Styleman Court Post Project Evaluation	Update	James Grant		
	Action Log	Standing Item	Vanessa Dunmall		
100	Project Highlight Reports including the Overview Report	Standing Item	Duncan Hall		
	OMPB Minutes	For Information			
10 th February 2027				1 st February 2027	2 nd February 2027
	Update report from the Housing Developments Steering Group	Standing item	Duncan Hall		
	West Norfolk Racket & Community Sports Hub	Update	Siobhan Cleeve		

	Major Projects Financial Summary 2026 – 2027 Q3	Standing Item	Carl Holland		
	Action Log	Standing Item	Vanessa Dunmall		
	Project Highlight Reports including the Overview Report	Standing Item	Duncan Hall		
	OMPB Minutes	For Information			
10 th May 2027 101	CANCELLED DUE TO ELECTION 2027			30 th April 2027	1 st May 2027

To be scheduled

- Sommerfield and Thomas – Deep Dive Presentation